



INDIANA
UPLANDS

—
A REGION ON THE RISE

READI DEVELOPMENT PLAN, SEPTEMBER 2021





September 30, 2021

Brad Chambers
Secretary of Commerce
Indiana Economic Development Corporation
1 North Capitol Avenue
Indianapolis, Indiana 46204

RE: Regional Economic Acceleration and Development Initiative (READI) proposal

Dear Secretary Chambers:

Regional Opportunity Initiatives (ROI) and Radius Indiana (Radius) are pleased to present the Indiana Uplands Regional Development Plan in response to the State of Indiana's Regional Economic Acceleration and Development Initiative. Achieving the substantial potential that READI offers would propel Our *Region on the Rise* upward on its trajectory to economic and community prosperity.

The Uplands' READI plan represents the combined efforts of stakeholders from across our 11-county region, located in beautiful southwest central Indiana. Through a process led by a 17-member steering committee, the plan we are presenting is both regionally relevant and demand-driven. Our steering committee and working groups reviewed more than 270 project and program proposals to select a representative sampling of the how READI funding would accelerate economic development and population growth in the Uplands.

If the entirety of this plan were implemented as outlined, over \$1 billion would be invested into the region, leveraging substantial investment from both the private and local governmental sectors and magnifying the potential of our technology-driven industry sectors and key employers to attract talent, lead through innovation, and compete globally. By capitalizing on our key sectors, natural assets, world-class institutions, and welcoming culture, the Uplands and its residents will grow and prosper.

We look forward to partnering with the Indiana Economic Development Corporation to create a more populated and prosperous Indiana.

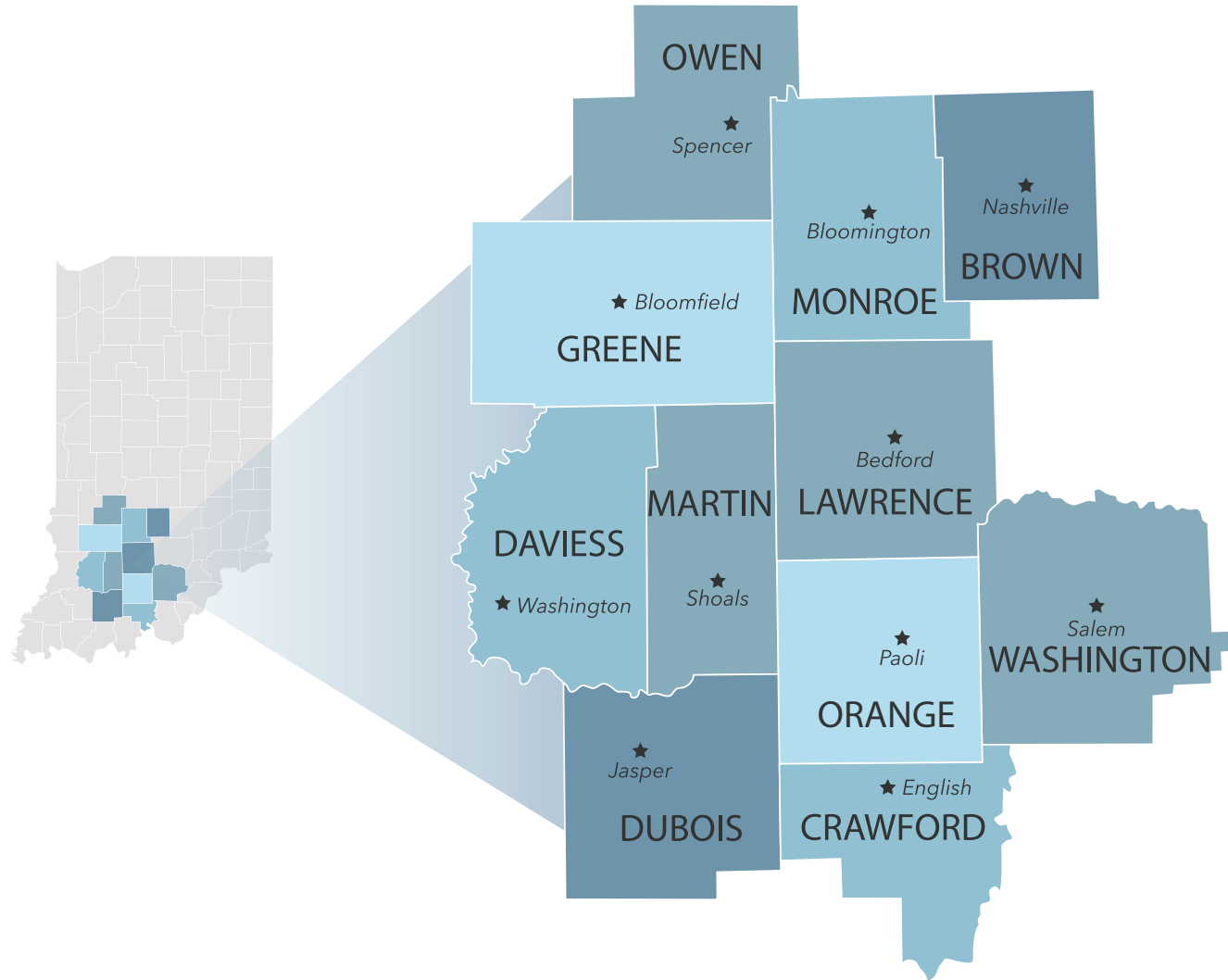
Sincerely,

Tina Peterson
President and CEO
Regional Opportunity Initiatives

Jeff Quyle
President and CEO
Radius Indiana



INDIANA
UPLANDS



CONTENTS

A REGION ON THE RISE	6
INTRODUCTION	9
THE INDIANA UPLANDS REGION.....	11
CURRENT STATE OF THE REGION.....	15
STAKEHOLDERS AND EXECUTION	25
COMMUNITY ENGAGEMENT	28
REGION'S VISION	31
REGIONAL TRENDS.....	33
REGIONAL GOALS AND OBJECTIVES.....	37
REGIONAL STRATEGIES.....	41
CONSOLIDATED BUDGET	69
SUCCESS METRICS	71
INVESTMENT CRITERIA	73
STRUCTURAL CHANGES	74
APPENDICES.....	
I:WORKING GROUPS.....	76
II:INDUSTRY FOCUS GROUPS	79
III:LISTENING SESSION PARTICIPANTS.....	80
IV:COMMUNITY RESOLUTIONS & LETTERS OF SUPPORT.....	84
V:PROJECT SUMMARIES - INNOVATION: ACTIVATING EMERGING DEFENSE OPPORTUNITIES.....	101
VI:PROJECT SUMMARIES - INNOVATION: SUPPORTING THE REGION'S MANUFACTURING SECTOR.....	107
VII:PROJECT SUMMARIES - INNOVATION: FOSTERING ENTREPRENEURSHIP ECOSYSTEMS.....	114
VIII:PROJECT SUMMARIES - TALENT: ATTRACTION	119
IX:PROJECT SUMMARIES - TALENT: RETENTION.....	122
X:PROJECT SUMMARIES - TALENT: DEVELOPMENT.....	123
XI:PROJECT SUMMARIES - PLACE: HOUSING.....	131
XII:PROJECT SUMMARIES - PLACE: DIGITAL INCLUSION	140
XIII:PROJECT SUMMARIES - PLACE: SMALL BUSINESS.....	144
XIV:PROJECT SUMMARIES - PLACE: TOURISM	148
XV:PROJECT SUMMARIES - PLACE: COMMUNITY DEVELOPMENT & DOWNTOWN REDEVELOPMENT ...	152
XVI:PROJECT SUMMARIES - PLACE: HEALTH	160



BROWN COUNTY STATE PARK

A REGION ON THE RISE

In a region replete with talent and resources, Uplanders—from students to visionaries, artisans to entrepreneurs—are competitive and thriving here while making an impact worldwide.

New technologies and industries grow and settle here every year, laying the groundwork for generations of future success while bolstering current business, competition, and family life. For new businesses and legacy companies, entrepreneurial endeavors and worldwide corporations, one thing is certain:
In the Indiana Uplands, we are on the way UP.

\$231 MILLION

The value of research conducted in fiscal year 2021



45,328

The number of students at IU Bloomington (August 2021)



3rd

The rank by size of NSA Crane among naval installations worldwide

\$1 BILLION

The combined economic impact of NSA Crane and regional defense contractors



80/12

The number of miles and interchanges of I-69 in the Indiana Uplands

**MORE THAN
\$765 MILLION**

in annual tourism spending



**INDIANA
UPLANDS**

#1

Bloomington rank as a small MSA
for employment in medical devices and equipment.

Catalent
200 Millionth

Dose of Moderna COVID-19
vaccine produced as of
June 2021



2,248

Patents issued or
pending, since 2012



\$234 MILLION

The amount GM has invested in its
Bedford Casting Operations plant
+ \$7 million upcoming

93.5%

The growth of automotive
and heavy manufacturing
jobs in the Uplands
since 2012

Lehigh Hanson
HEIDELBERGCEMENT Group

\$600 MILLION

Invested by Lehigh Hansen in a new
Mitchell cement plant



17X

Specialization of furniture
manufacturing in the
Uplands compared to the
average U.S. community



11

Counties



48

Cities & Towns



4,500

Square Miles



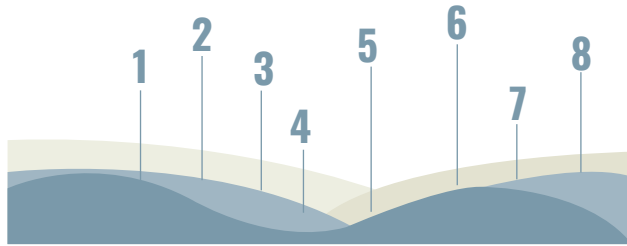
190,000

Labor Force



406,482

Population



DATA SOURCES FOR A REGION ON THE RISE

1. Located on the third largest naval installation in the world, Naval Surface Warfare Center - Crane Division is one of Indiana's largest high-tech employers with over 3,800 employees, 2,500 of which are scientists, engineers, and technicians. *Source: Naval Sea Systems Command*

NSA Crane and regional defense contractors have a combined economic impact of over \$1 billion annually for the Uplands region. *Source: Regional Opportunity Initiatives, 2021 Regional Defense Study*

2. Indiana University, an R1-Doctoral University, conducted \$231 million in research in fiscal year 2021. *Source: Indiana University*

In August 2021, Indiana University welcomed its largest ever freshman class for a total of 45,328 students at its Bloomington campus. *Source: Indiana University*

3. With its 80 miles and 12 interchanges, the region's I-69 Corridor is already creating opportunities for improved access, logistics, development, and talent attraction to the Uplands. When fully completed from Evansville to Indianapolis, I-69 will be "a key component to the future economic vitality of southwestern Indiana." *Source: Indiana Department of Transportation*

4. Tourism spending includes lodging, food and beverage, shopping, transportation, entertainment and recreation. *Source: 2018 Economic Impact of Tourism in Indiana*

5. Bloomington is the #1 metropolitan statistical area (MSA) for specialized employment concentration in medical devices and equipment. *Source: Biotechnology Industry Organization (BIO) and TEconomy Partners - "The Bioscience Economy"*

Catalent had produced 200 million doses of Moderna COVID-19 vaccines at its Bloomington Catalent biologics facility. The ever-growing facility hopes to add thousands more employees in its Bloomington facility over the next five years. *Source: Catalent (<https://www.catalent.com/covid-19/>)*

A total of 3,282 patents from Upland companies and anchor research institutions have been issued or pending, led significantly by Cook Medical. *Source: TEconomy analysis of USPTO data obtained from Clarivate Analytics' Derwent Innovation Patent Analysis*

6. Employment in the Automotive and Heavy Vehicle Equipment industry has grown by 93.5% since 2012. *Source: TEconomy Partners analysis of Enhanced US Bureau of Labor Statistics CEW data*

Since 2013, General Motors has invested \$234.4 million in its Bedford Casting Operations. Today, the plant is one of the world's leading aluminum die casting facilities producing transmission casings, converter housings, heads, and small gas engine blocks. In 2021, General Motors announced an additional \$7 million investment to further increase the plant's die casting capabilities. *Source: General Motors*

7. Lehigh Hanson broke ground on the construction of a new cement plant in Mitchell, in 2019. This project is bringing approximately 1,000 construction jobs in the area and the plant will create 50 new full-time jobs while providing additional technical training and growth opportunities for employees. *Source: Lehigh Hanson*

8. Furniture manufacturing is 17 times more specialized than that of the average U.S. community, driven by companies such as Kimball International, MasterBrand Cabinets, OFS, and Best Home Furnishings. *Source: TEconomy Partners analysis of Enhanced US Bureau of Labor Statistics CEW data*

INTRODUCTION

Rich with cultural and physical amenities, the Indiana Uplands has long been known as an oasis of hills, valleys, lakes, forests, and wildlife in a state known for its farming and agriculture. The Uplands is home to one of America's oldest artist colonies, Indiana's largest state park, and the dome at West Baden Springs Hotel, often called the eighth wonder of the world. We are proud to have attracted visitors from around the world that seek out the beauty and serenity of our natural resources, the draw of our arts and entertainment, and the energy of our many recreational, cultural, and athletic venues.

To the 406,000 people who call our region home, however, the Uplands has much more to offer than just the charm of its idyllic rural setting. It is not only a place where people choose to raise their families, grow their gardens, and explore the outdoors, but also home to world-class manufacturing, research, and innovation assets. Bloomington is ranked the #1 small city for medical device and equipment manufacturing. Jasper has been acclaimed as one of America's top 25 small towns. In Martin County, the world's third-largest Naval installation, NSA Crane, sits beside the ever-growing WestGate@Crane certified technology park where engineers, scientists, and technologists deliver cutting-edge solutions.

The region is home to Indiana University, one of the world's premier R1 Doctoral universities, the new Luddy Center for Artificial Intelligence, and Big Red 200, the fastest university-owned computer in the nation. Further evidence of the region's innovative DNA can be found at the Battery Innovation Center, Indiana Innovation Institute, the Cook Center for Entrepreneurship, and the Center for Technology, Innovation and Manufacturing at Vincennes University Jasper Campus. Ours is a region of global sophistication and innovation complemented by extraordinary cultural and physical assets.

While the Indiana Uplands is a region defined by its geography, it is aligned by choice. In 2012, encouraged by interest from the Lilly Endowment, 11 disparate counties made the decision to come together to pursue a shared vision for success. They committed to exploring their possibilities and interdependencies through a two-year planning process that produced the 2014 Strategic Plan for Economic and Community Prosperity in Southwest Central Indiana, culminating in a significant investment by the Lilly Endowment in 2016.

In the ensuing years, the region has coalesced around its three technology-driven industry sectors – advanced manufacturing, life sciences, and national security and defense. Together, the region has developed a brand, transformed its schools, quantified its housing and broadband challenges, tackled quality of place, and confronted the complexities of talent attraction and retention.

For the Indiana Uplands, now is the right time for READI. Accustomed to collaboration, armed with knowledge, imbued with a sense of urgency, and prepared to work, READI will allow this region to take the next big step forward. We are committed to growing our population, meeting our talent needs, educating our populace, and achieving our significant potential to benefit our people, communities, region, and state.

The plan detailed on the pages that follow represents the hard work of many, the voices of hundreds, and the aspirations of all. It is our strategy for delivering upon the intent of READI, building upon the work successfully pursued over the last six years, and accelerating economic and regional development in the Indiana Uplands.



With nearly 30 miles of easy to expert trails and 400 feet of elevation change, mountain bikers from all over the country come to Brown County State Park in Nashville, IN.

1. THE INDIANA UPLANDS REGION

11 COUNTIES. ONE REGION.

The Indiana Uplands: Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen, and Washington counties.



The first known reference of the Indiana Uplands is a March 1976 article in National Geographic called "Indiana's Self-reliant Uplanders" by James Alexander Thom.

Ours is a large region. With 48 cities and towns and 4,500 square miles, we cover a lot of ground in Indiana. Our extraordinary assets tie us together, and our exceptional collaboration sets us up for success. Since 2012, our anchor institutions and central stakeholders have embraced the notion that we have to work together to succeed together. We have made significant achievements, but we are not done yet.

In June 2021, stakeholders across the Indiana Uplands gathered at community centers, churches, fairgrounds, colleges, universities, community foundations, and economic development offices to explore the possibilities of READI and reaffirm their commitment to regionalism.

County-by-county listening sessions have taken place across this 11-county region numerous times in the last decade. The planning effort that ultimately resulted in the region's 2014 Strategic Plan for Economic and Community Prosperity in Southwest Central Indiana was launched with a listening tour in 2013. County listening sessions were also conducted again in 2016 after the Lilly Endowment funded three new organizations to implement transformative regional initiatives. Regional Opportunity Initiatives (ROI), Indiana University Center for Rural Engagement, and Indiana Innovation Institute were developed to capitalize on our region's unique assets, enhance quality of place, and build talent pipelines.

Convenings, both big and small, have become a core tenet of the work that takes place in the region. In a practice that is not unique to us, our many regional organizations make a practice of bringing stakeholders together for annual meetings, topic-specific discussions, training, and education. That, however, is not what makes our approach to regionalism unique. Rather, our commitment to ensure that the strategies that drive our success are regionally relevant and demand-driven is what sets us apart. The only way to accomplish that is to engage people, employers, and communities at both the local and the regional levels around shared priorities.

Every county in the Uplands Region has a Quality of Place and Workforce Attraction Plan developed by a county-level quality of place advisory team (QPAT). The 11 plans inform not only local strategies but also drive regional placemaking priorities.

Every county in the Uplands Region is now finalizing a county-level Digital Inclusion Plan created by a county digital advisory team (CDAT). These 11 plans will coalesce into a regional strategy for growing the percent of households with access to high-quality, high-speed internet from 38.5% to 85% by 2030.

Fifteen of the region's 27 school districts are implementing Ready Schools plans informed by a year-long planning process led by Education and Workforce Advisory Teams (EWATs) populated by educators, employers, community leaders, parents, and stakeholders.

Industry stakeholders are co-designing strategies for supporting sector growth. Industry groups are working with schools and postsecondary partners to develop workforce training programs and pathways.

Regional partners have established working group strategies to advance defense sector growth, foster innovation, and ensure a healthy co-existence between defense facilities and communities.

Networks of STEM Fellows, Career Coaching Fellows, Grant Writers Fellows crisscross the region, sharing experience, knowledge, and priorities to drive local strategies that create regional benefit.

Several counties are piloting strategies for attracting talent through attraction incentives, such as Choose Southern Indiana, and regional prosperity programming such as the Indiana Univer-

sity Center for Rural Engagement Sustaining Hoosier Communities program that partners with local communities with IU faculty, students, and staff to improve and enrich the region.

These are but a few of the examples of how Uplanders are working towards a shared regional vision for economic and community prosperity, informed by local realities but relevant across our interconnected region. The value Uplanders place on regionalism is evidenced by the unanimous decision to pursue READI as a unified region of 11 counties. Resolutions from all 11 counties signed by their county commissioners can be found in Appendix II, along with resolutions from several other governing bodies.

For a rural region, regionalism is an economic necessity, and the interdependency of our counties was the impetus for initially defining our region to include 11 southwest central Indiana counties.

It would have been simple to have selected a predefined regional boundary or economic growth region. However, both data and geography made a case for a newly minted region formed around our employment centers and three technology-driven industry clusters. Ultimately, commuting patterns across the region and the natural boundaries defined by our Uplands landscape made it clear that these 11 counties should be organized regionally. It was a decision that has paid off for a region that today boasts unique assets unlike any other in Indiana or beyond. It is these assets, when fully leveraged, that will propel dramatic growth over coming decades:

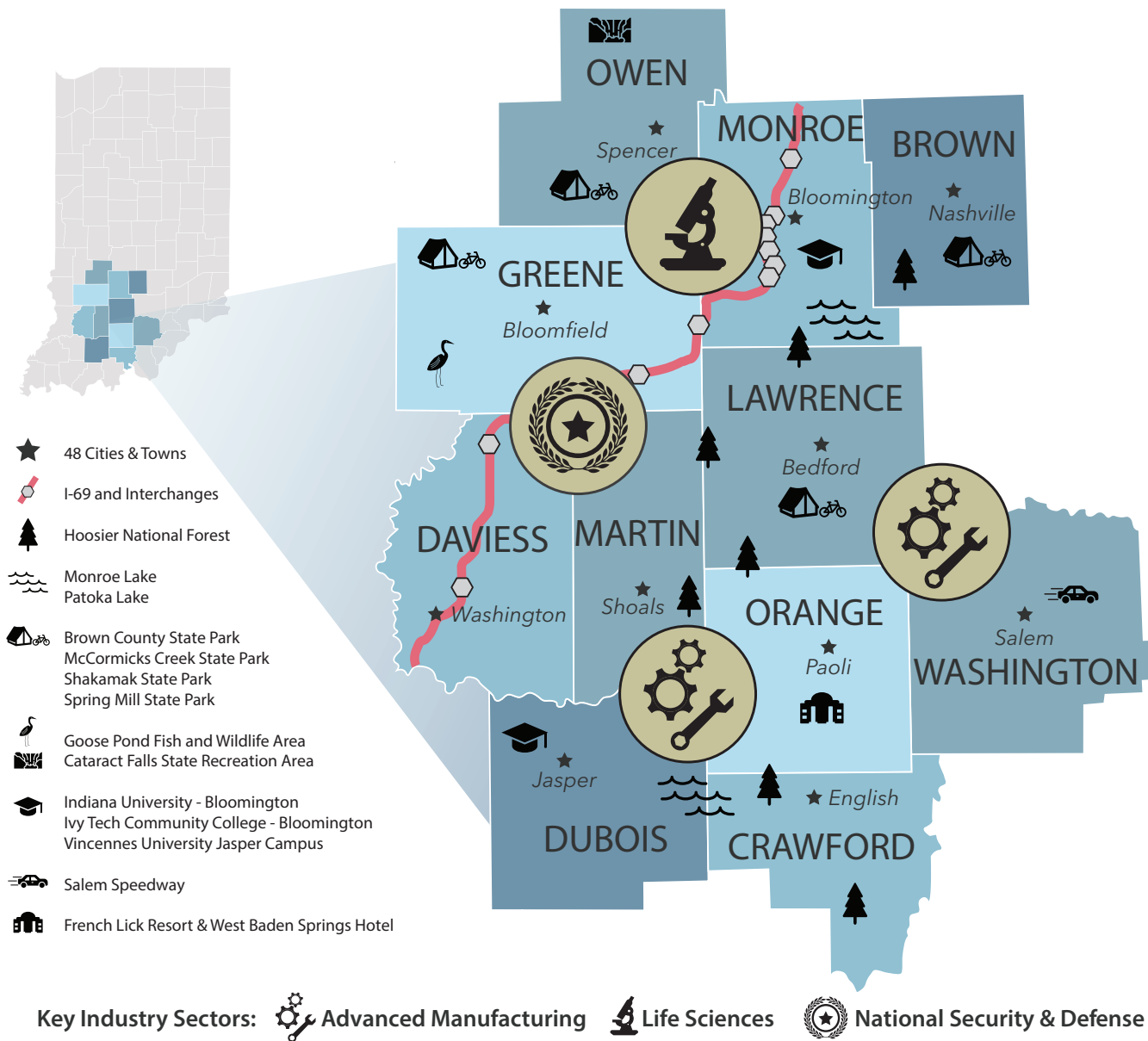
- A major research university and ample opportunities for high-tech post-secondary education
- A federal laboratory that maintains a central role in the U.S. defense operations
- Highly concentrated industry clusters with globally competitive firms: advanced manufacturing, life sciences, national security and defense
- Abundant natural assets that provide quality of life, recreation, and a growing tourism sector
- One of the most significant U.S. interstate highway development projects connecting the I-69 corridor from Indianapolis to Evansville
- A highly mobile workforce, commuting daily across county lines and throughout the region to support growing high-tech industries



Indiana Secretary of Career Connections and Talent Blair Milo and Secretary and CEO of Indiana Destination Development Corporation Elaine Bedel joined Indiana Uplands partners on November 19, 2019, at Cook Medical to announce the region as the state's third 21st Century Talent Region, a statewide designation awarded to Indiana communities focused on working collaboratively to attract, develop and connect talent.

“Most of Indiana, flattened and filled by Ice Age glaciers, is rich farmland. But the glaciers bypassed the uplands, leaving a spine of forested sandstone and shale hills flanking a limestone plain honeycombed with caves and sinkholes. The uplands are not adapted to large-scale farming; the gun, ax, and anvil, as much as the plow, were the survival tools of settlers. The people who began settling in the uplands ... were true frontiersmen who had learned to live by their hands and wits. They could hack out a living in deep woods and on hillsides”

Indiana's Self-reliant Uplanders
National Geographic, March 1976



We are fortunate that most of the region's central stakeholders and anchor institutions involved in the initial regional planning effort remain engaged in regional development activities today. Each of these companies, organizations, and institutions is critical in shaping the continued economic and community prosperity in the Indiana Uplands.

UPLANDS ANCHOR INSTITUTIONS GUIDING READI PLANNING

- Boston Scientific
- Catalent
- Chambers of Commerce
- City and Town Governments
- Community Foundations
- Community Hospitals and Health Systems
- Cook Inc.
- Crane Army Ammunition Activity
- General Motors – Bedford Casting Operations
- Indiana Innovation Institute
- Indiana University
- IU Health
- Ivy Tech Community College - Bloomington
- Jasper Engines
- K-12 School Districts
- Local Economic Development Organizations
- Naval Surface Warfare Center – Crane Division
- NSA Crane
- Radius Indiana
- Regional Opportunity Initiatives
- Sector Employers
- Vincennes University
- WestGate@Crane and the Uplands Science and Technology Foundation

It should be noted that our region collaborates with other regions as well. A number of the initiatives referenced in this proposal represent coordinated efforts with other Indiana regions. For example, the Monon South Trail is a collaborative effort with One Southern Indiana. Several tourism strategies align with the priorities of the Southwest Indiana Development Council region. Microelectronics anchor projects detailed in this report are designed to complement efforts in West Lafayette and other parts of the state.



UPLAND | noun
up-land \ 'əp-lənd \

2. ground elevated above the lowlands along rivers or between hills.
Source: Merriam-Webster Dictionary



**Indiana University's flagship
Bloomington campus is the
most "Instagrammed" place
in Indiana.**

2. CURRENT STATE OF THE REGION

To understand the state of the Indiana Uplands in 2021, it is first necessary to understand where we began in 2014 when our initial plan for economic and community prosperity was completed. That analysis acknowledged that the Uplands possessed unique attributes upon which to build its future. At the time, however, key economic indicators had been declining since the Great Recession. Employment in the region was continuing to decrease even as it was recovering across the nation. Per capita income was lagging the U.S. average by 21 percent, and population growth was also falling well short of both state and national performance, a shocking result for a region that had experienced a 13.7% increase in the two decades prior to the economic downturn.

To overcome stagnated growth, the 2014 plan identified five barriers the region needed to address, six key strategies for overcoming existing challenges, and 25 action steps for achieving long-term growth and prosperity. A grant from the Lilly Endowment in 2016 provided resources to three new regional entities, Regional Opportunity Initiatives, Indiana Innovation Institute, and Indiana University Center for Rural Engagement, to support the region in its recovery by capitalizing upon its strengths.

Fast forward almost six years, and a very different picture of potential emerges. In the 2021 update to the region's strategic plan, *The Indiana Uplands – A Region on the Rise*, TEconomy reports that the

Uplands region has been growing steadily, and businesses that were once primarily concerned with finding employees to fill vacancies created by retirement are now also seeking employees for expansion and growth. Communities experiencing moderate to high unemployment rates are now hovering close to full employment, even with the impact of COVID-19 on the region's economy. The economy is vibrant, with significant growth in key targeted industry clusters.

- Between 2012 and 2019, the regional economy gained 11,155 jobs, a 7.5% increase
- Almost 7,000 of the jobs gained are in the region's targeted industry sectors: advanced manufacturing, life sciences, and national security and defense
- Targeted industry sectors remained more resilient in 2019-20, seeing a much smaller decline in employment than other employers in the region as a result of COVID-19

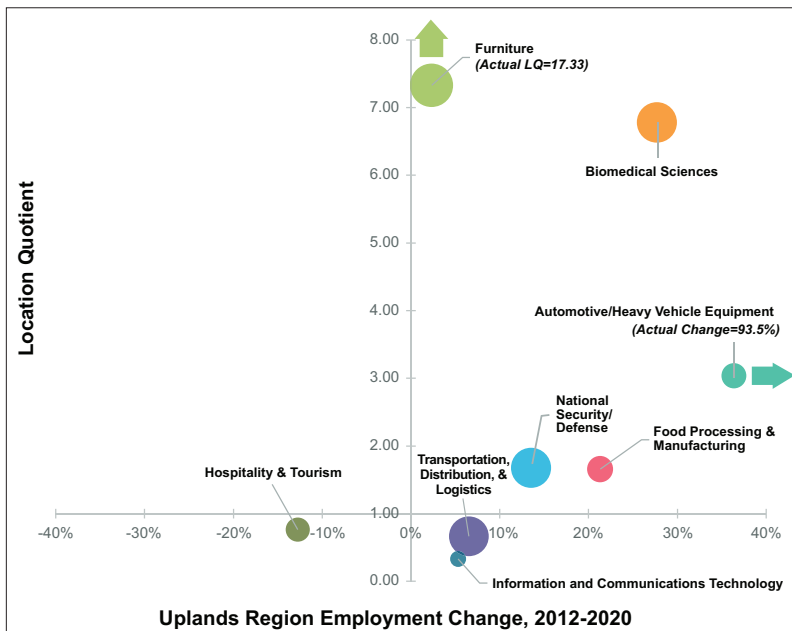
The conclusion from the updated strategic plan is that the very deliberate strategies that have been deployed in the region since 2016 are beginning to drive progress. However, this new growth creates new challenges that this region must address, especially related both directly and indirectly to talent, if we are to continue leveraging our key sector assets effectively. We still have a great deal of work ahead to truly achieve economic and community prosperity and ensure our momentum is translated into sustainable progress.

The Uplands region has been growing steadily, and businesses that were once primarily concerned with finding employees to fill vacancies created by retirement are now also seeking employees for expansion and growth.

CLUSTER ANALYSIS

In 2014, the strategic plan identified three industry clusters that provided the region the opportunity to differentiate itself and experience economic growth. In the 2021 strategic analysis, TEconomy again examined the region's clusters looking at eight regionally relevant industry groups. Again, life sciences, advanced manufacturing, and national security and defense emerged as strengths for the region. An industry location quotient bubble chart offers a visual representation of:

- Current employment size – the larger the bubble, the greater the employment number for the region
- Growth rate relative to the United States – anything right of the axis represents growth greater than the United States
- Employment concentration or specialization relative to the U.S. – the higher the bubble, the greater the concentration in our region compared to the country. Any result greater than 1.2 indicates a regional specialization



Source: TEconomy Partners analysis of Enhanced U.S. Bureau of Labor Statistics CEW data (from Emsi, Datarun 2021.2)

Using these criteria, we can draw several conclusions from this chart. First, all of the region's clusters are growing except Hospitality and Tourism currently, an unfortunate victim of the pandemic, not unlike many regions across the globe. Biomedical Sciences has seen an employment rate change of 30%, while Automotive and Heavy Manufacturing comes in at an impressive rate of 93.5% in the last eight years.

Secondly, all our key clusters are more concentrated than the average U.S. community, with Furniture Manufacturing presenting a specialization factor 17 times greater and Biomedical Sciences at almost seven times relative to the U.S. However, it is important to note that Information and Communications Technology, a cross-enabling sector in the region, underperforms, a statistic that should give us a pause.

Drawing from the region's updated strategic plan, we can summarize the impact of each of the key sectors.

The **Biomedical/Life Sciences** cluster represents a unique regional specialization and offers significant employment opportunities in the region.

Regional Drivers: Cook Group, Catalent, Baxter Healthcare, and Boston Scientific

Other Regional Players: Kimball Electronics and Cook Polymer

Employment: 7,773

Employment Concentration: 6.78 times the U.S.

Average Wages: \$60,935

Percent Change in Employment 2012 to 2020: +27.7 (U.S. rate +22.4)

Innovation Potential: 2,309 sector patents issued or pending from 2012 to 2021, 97% belong to Cook Medical

Cluster Opportunity: Accelerate talent development and attraction to sustain this unique regional niche that drives significant growth in the region. Talent demands include engineers, production personnel, and medical technicians. Catalent is expanding rapidly in the region to support its role in the production of COVID vaccines.

“NSWC Crane is more valued and relevant than any time in its history, and our strategies are setting us on a course to remain relevant well into the future.”

NSWC 2028 Strategic Intent Document

The **National Security and Defense** cluster's combined federal and private sector employment is 68 percent greater in the region than the national average. The local cluster also outpaced national sector growth from 2012 to 2020 and is classified in our analysis as a unique specialization for the region. The sector's position as a critical hub of defense capabilities has never been greater.

Federal Sector Drivers: Naval Surface Warfare Center, Crane Division; Crane Army Ammunition Activity

National Private Sector Drivers: AECOM, Booz Allen, CACI, Draper Labs, General Dynamics IT, Mantech, and SAIC

Regional Private Sector Drivers: Artisan Electronics, Brightvolt, Paragon Force, Scientia, TriStar Engineering, and others

Employment: 7,698

Employment Concentration: 1.68 times the U.S.

Average Wages: \$75,178

Percent Change in Employment 2012 to 2020: +13.5% (U.S. rate +2.1%)

Innovation Opportunity: NSWC Crane is helping to inform the direction of military technology development and leading in delivering solutions. NSWC Crane has a growing portfolio of R&D projects and expanding expertise in emerging technologies. They are growing R&D talent by increasing the number of PhDs,

have established a dedicated Science and Technology Office, and are increasing innovation cells and technology offices within departments. CAAA is advancing a modernization strategy and adopting Industry 4.0 strategies to grow operational capacity and efficiency, automating processes, and exceeding industry standards. Recent defense-relevant patent activity has quadrupled in the period from 2012 to 2020.

Cluster Opportunity: Growing expertise in emerging technology areas offers the Uplands the opportunity to grow as a technology hub. Rapidly evolving opportunities in semiconductors offer substantial potential for the region. Leveraging NSA Crane's assets will provide opportunities to grow private sector firms and employment in the region and support the evolution of WestGate@Crane as an innovation hub. Meeting the demand for talent will be critical in supporting future growth in the sector.



The **Advanced Manufacturing** cluster in the Uplands is comprised of three sub-clusters that include Automotive/Heavy Vehicle Equipment, Food Processing/Manufacturing, and Furniture. Each offers distinct opportunities for the region.

- Automotive/Heavy Vehicle Equipment in the Uplands is a diversified cluster in terms of products and markets served (OEMs, first tiers, and aftermarket). This sub-cluster is growing rapidly, with an increase in employment of 93.5% since 2012.

- Food Processing firms in the region tend to be larger, mass producers, particularly in poultry. Family or incorporated farms are a critical value chain component but are not included in the cluster data.
- Furniture manufacturing, geographically concentrated in Dubois County, has the most dominant cluster position in the region but saw a steeper decline in employment than other subsectors during COVID-19. Companies like Kimball International experienced shrinking sales for corporate office furniture and health care furnishing. As corporations return to in-person work and upgrade their office spaces to support talent attraction, sales numbers are beginning to recover.

Regional Drivers in Automotive/Heavy Vehicle Equipment: Jasper Engines, Carlisle Brake & Friction, and GM Powertrain

Regional Drivers in Food Processing and Manufacturing: Farbest Farms, Perdue Farms, Tyson Fresh Meats, Bimbo Bakers, and Darling Ingredients

Regional Drivers in Furniture Manufacturing: Kimball International/Furniture Group, MasterBrand Cabinets, Jasper Group (JSI), OFS, and Best Chairs

Employment: 3,002 (automotive), 3,290 (Food), and 9,016 (furniture)

Employment Concentration: Automotive is 3.04 times the U.S., Food Process 1.66 times, Furniture 17.33 times

Average Wages: \$60,716 (automotive), \$41,143 (food), and \$43,967 (furniture)

Percent Change in Employment 2012 to 2020: +93.5 (U.S. +14% automotive), +21.3 (U.S. +14.5 food), +2.3 (U.S. +4.1 furniture)

Innovation Potential: Further adoption of technology and innovation aligned with Industry 4.0 will be vital for the sector to compete in the global manufacturing sector and for the region to maintain a significant concentration. For instance, the craft nature of furniture manufacturing in the region may cause lower productivity than the nation in this sub-cluster.

Cluster Opportunity: GM and Jasper Engines are making significant investments in their Uplands facilities. Retention and continued expansion of key firms will require more skilled labor and a technology-enabled workforce. Higher wages in Automotive/Heavy Vehicle Equipment as compared to the U.S. may help attract

talent to the region. Creating better linkages between agricultural production resources in the region and Uplands food processing capabilities offer potential. Fostering downstream processing is a unique opportunity that bears further exploration.

Other Regional Clusters

Information and Communications Technology (ICT), Transportation Distribution & Logistics (TD&L), and Tourism and Hospitality are all significant cross-enabling clusters with a presence in our region. None of the three currently offer the degree of opportunity for economic prosperity in our region that rises to the level of advanced manufacturing, national security and defense, or life sciences. These three additional clusters are nonetheless essential to our region.

Tourism is a shared regional priority that defines the personality of the Uplands in many ways. It attracts visitors and contributes to the quality of place that is essential for retaining and attracting talent. The benefits of tourism for local economies across our region are substantial.

TD&L provides industrial support services that are otherwise unmet in our region and are essential in supporting the movement of products produced in the region.

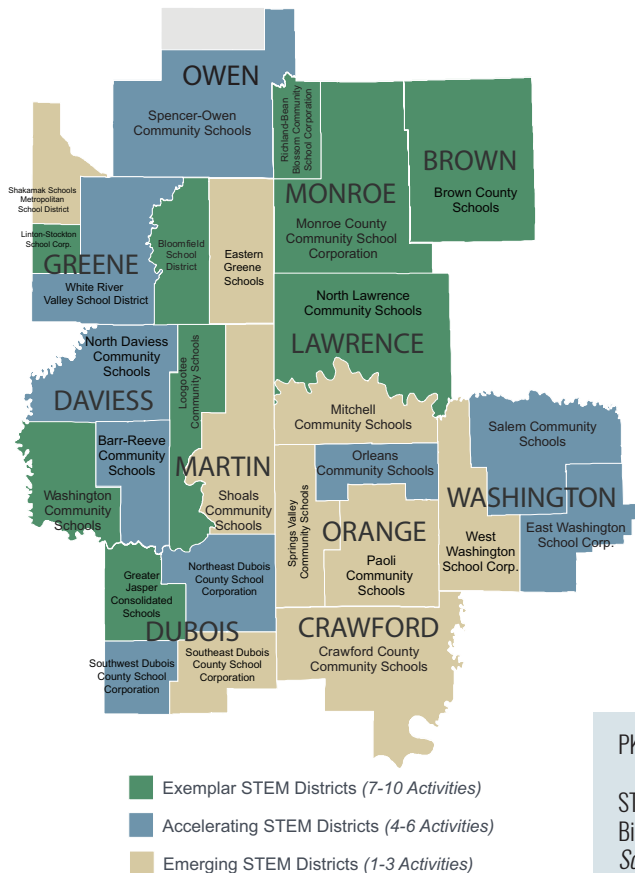
The ICT cluster offers support capability to the region's primary industry clusters that cannot be undervalued. This cluster's declining size and concentration are concerning but represent an opportunity for the Uplands region. The cluster has significant potential in the region, offering the highest average wage of all Uplands sectors. Further, the continued growth and expansion of IU Bloomington education and research assets in broad information technology areas provide opportunities to grow existing firms and spawn new ventures from research opportunities on campus. The cluster also shows entrepreneurial promise, with 22 firms receiving nearly \$25 million in investment across 32 deals. Eight ICT companies received 25 SBIR awards totaling \$4 million in non-dilutive capital.

Growing the ICT cluster will catalyze opportunity in the region's key sectors as it offers cross-enabling technologies, is a strong supply chain partner, and drives innovation.

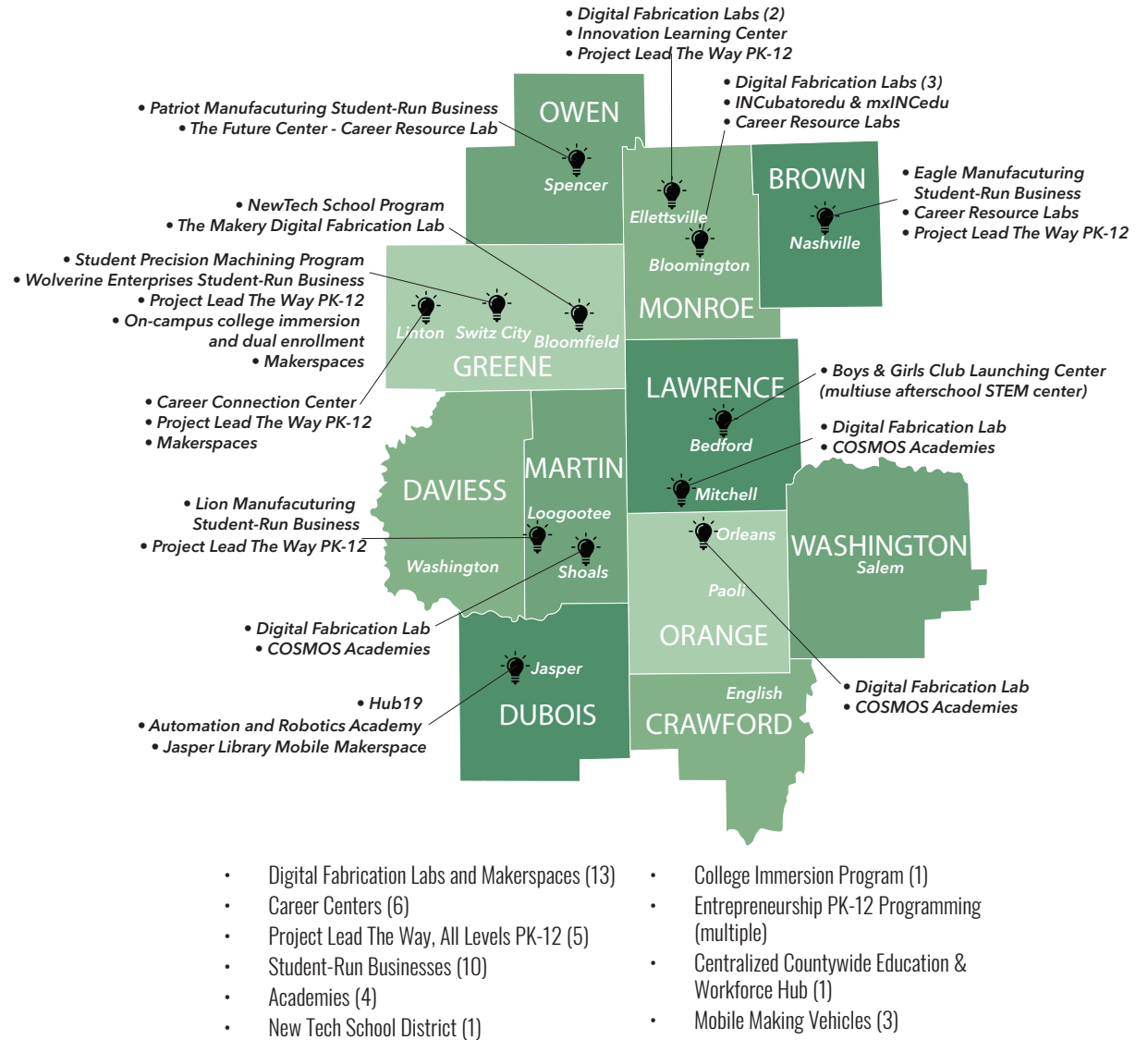
TALENT GROWTH

What all of the region's clusters have in common is an urgent need for talent. In the last six years, the region has been deliberately pursuing regionally relevant strategies for aligning talent development with the need for a STEM-enabled workforce. Through a comprehensive portfolio of talent development strategies, the region can boast a growing ecosystem of K-12 innovation and STEM immersion that will supply a pipeline of talent for local employers as the programs mature. The region is currently striving to achieve post-secondary attainment of 44% by 2025.

Uplands School District STEM Immersion



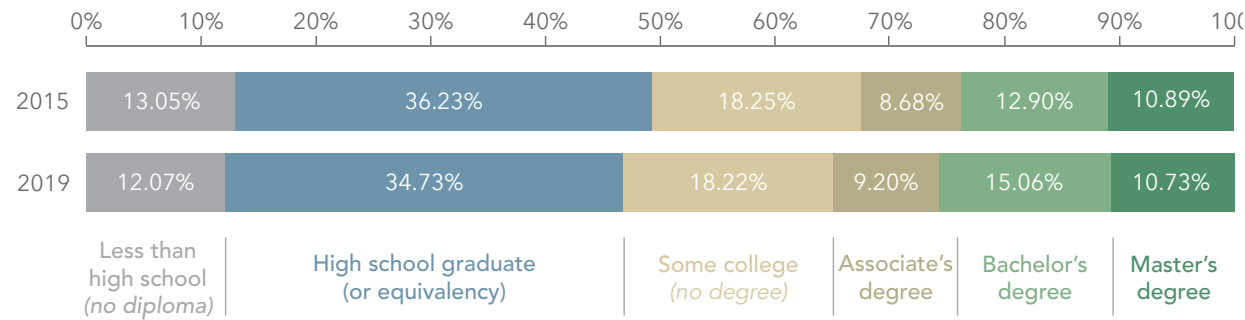
PK-12 Innovation Ecosystem



PK-12 Innovation Ecosystem activities included are those funded by Regional Opportunity Initiatives (ROI). *Source: ROI*

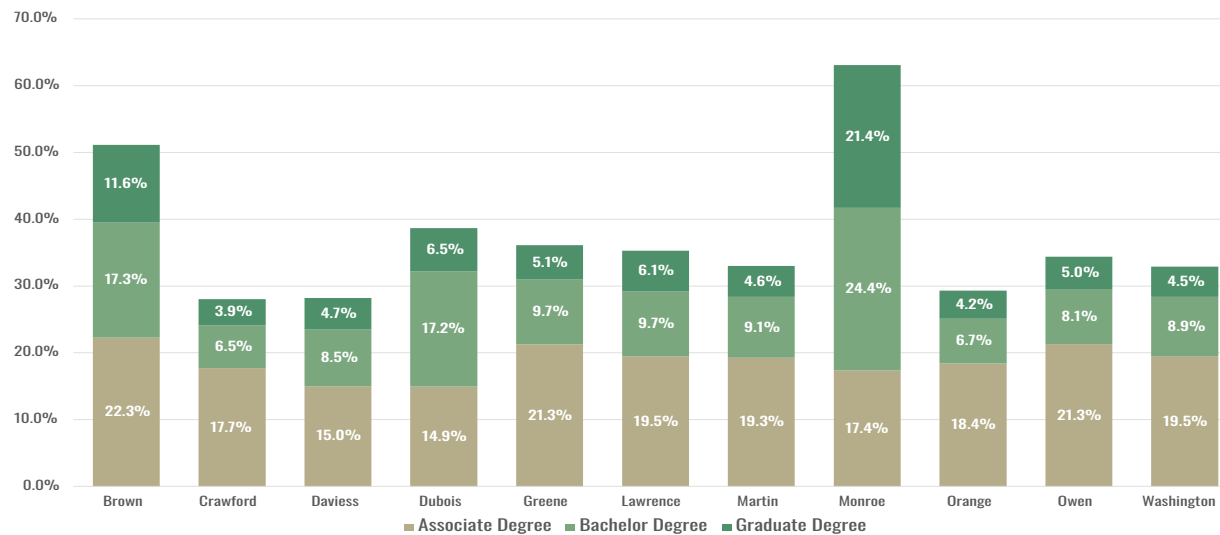
STEM Immersion Activities (Number of School Districts): PLTW Launch (15), PLTW Gateway (15), PLTW Engineering (18), PLTW Computer Science (13), PLTW Biomed (14), DOE STEM Certification (7), DOE STEM Acceleration (15), ROI STEM Fellows (23). ROI Digital Fabrication Labs (6), and ROI Pathways (8)
Source: Project Lead The Way (PLTW), ROI, Indiana Department of Education, 2021

Education Completion, 2015 & 2019



Source: STATS Indiana

Education Attainment by County, 2019



Source: STATS Indiana

POPULATION GROWTH

As indicated in the 2021 updated regional strategic plan, job growth in key sectors requires the region to focus on talent attraction, talent retention, and population growth. However, to successfully achieve talent and population goals, the region must also address the need for housing, digital inclusion, and diversity. The following charts and graphics provide data that sets a baseline for the region's population growth, attraction, and retention goals. As the data bears out, growing population in our rural region will require a course change for most of our counties and a deliberate approach across the entire region.

 = 50,000 people



1960 248,332



1990 340,143



2010 396,776



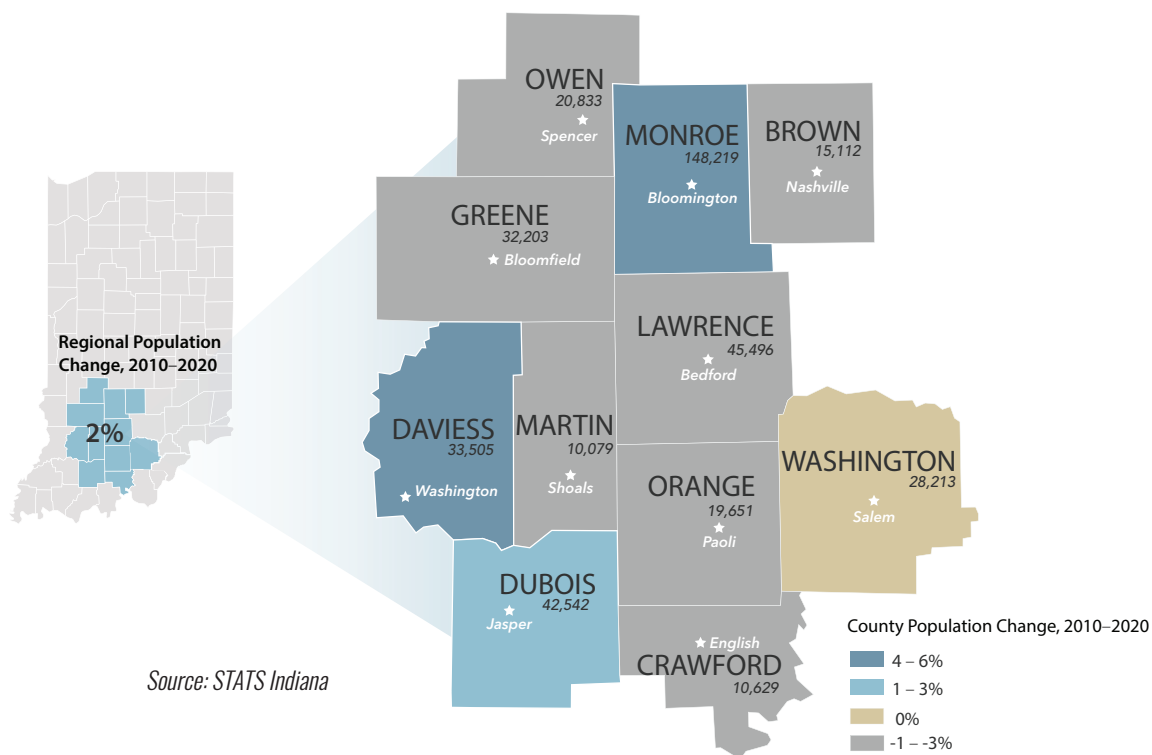
2018 404,589



2020 406,482

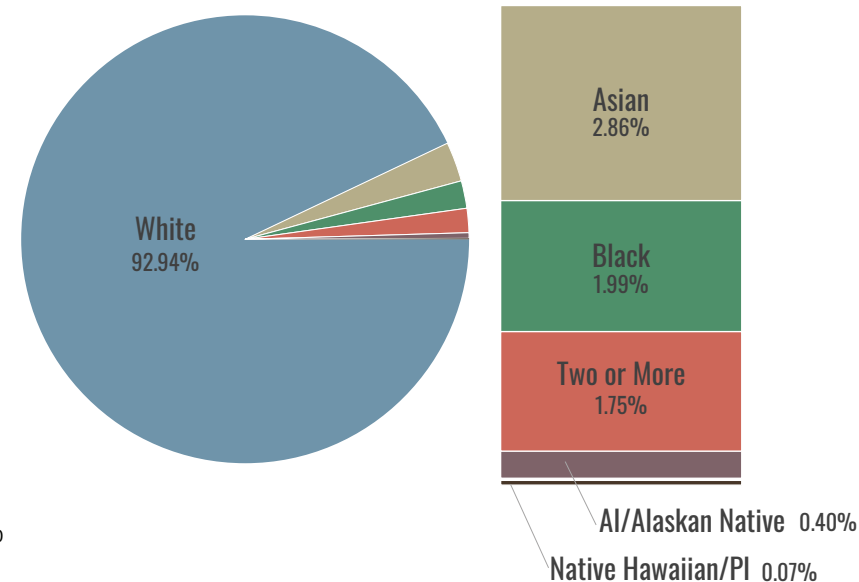
Source: STATS Indiana

Regional Population Change, 2010-2020



Source: STATS Indiana

Regional Diversity, 2020



Source: STATS Indiana

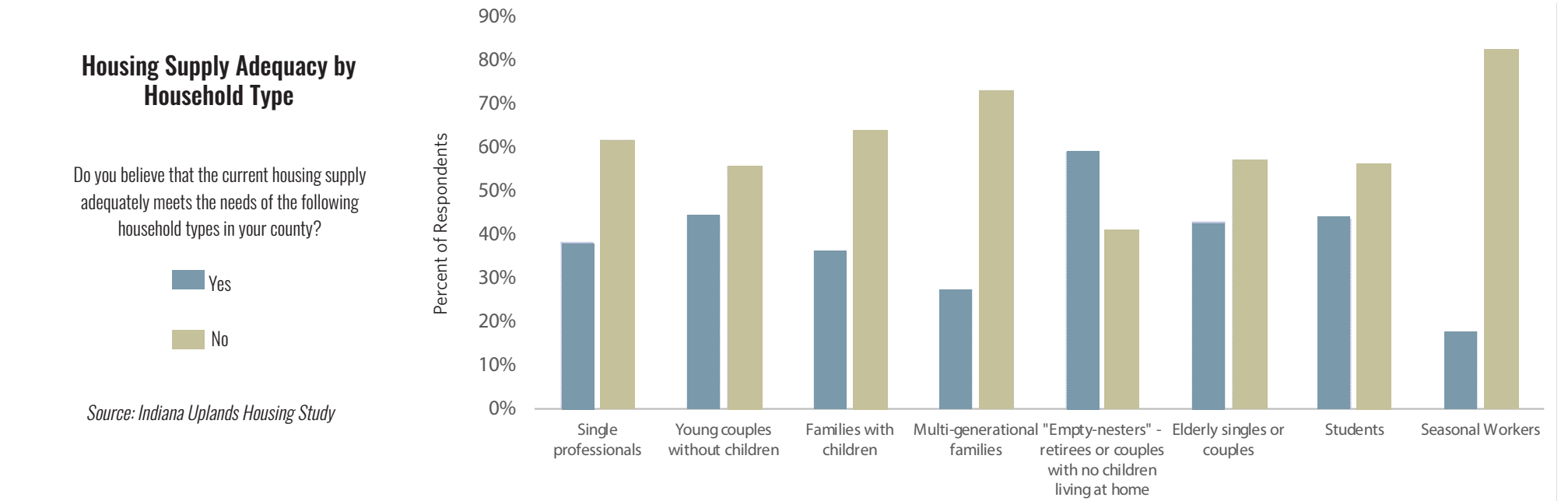
Uplands County Population Change and Future Projections

COUNTY	BROWN	CRAWFORD	DAVIESS	DUBOIS	GREENE	LAWRENCE	MARTIN	MONROE	ORANGE	OWEN	WASHINGTON
1990 Population	14,080	9,914	27,533	36,616	30,410	42,836	10,369	108,978	18,409	17,281	23,717
2010 Population	15,242	10,713	31,648	41,879	33,165	46,134	10,334	137,974	19,840	21,575	28,262
1990-2010 % Change	8.30%	8.10%	14.90%	14.40%	9.10%	7.70%	-0.30%	26.60%	7.80%	24.80%	19.20%
2020 Population	15,112	10,629	33,505	42,542	32,203	45,496	10,079	148,219	19,651	20,833	28,213
2010-2020 % Change	-0.85%	-0.78%	5.87%	1.58%	-2.90%	-1.38%	-2.47%	7.43%	-0.95%	-3.44%	-0.17%
2040 Projected Population	13,217	9,190	38,910	45,821	29,214	42,687	9,791	171,175	18,536	17,651	27,418
2020-2040 Projected Population Change	-1,895	-1,439	5,405	3,279	-2,989	-2,809	-288	22,956	-1,115	-3,182	-795
2020-2040 Projected % Change	-12.50%	-13.50%	16.10%	7.70%	-9.30%	-6.20%	-2.90%	15.50%	-5.70%	-15.30%	-2.80%

Source: STATS Indiana

Housing Affordability					
COUNTY	MEDIAN HOUSEHOLD INCOME	MEDIAN HOUSE VALUE	MEDIAN MONTHLY COSTS WITH A MORTGAGE	MEDIAN CONTRACT RENT	VI RATIO
Brown	\$59,292	\$174,800	\$1,299	\$680	2.95
Crawford	\$40,067	\$86,700	\$887	\$348	2.16
Daviess	\$48,355	\$115,400	\$974	\$457	2.39
Dubois	\$57,307	\$146,000	\$1,087	\$451	2.55
Greene	\$49,648	\$95,900	\$997	\$417	1.93
Lawrence	\$49,985	\$109,200	\$988	\$493	2.18
Martin	\$49,372	\$97,900	\$1,053	\$391	1.98
Monroe	\$45,689	\$163,900	\$1,172	\$738	3.59
Orange	\$42,803	\$90,400	\$936	\$423	2.11
Owen	\$48,315	\$110,200	\$1,065	\$498	2.28
Washington	\$46,861	\$106,200	\$987	\$453	2.27
State of Indiana	\$52,182	\$130,200	\$1,109	\$617	2.50

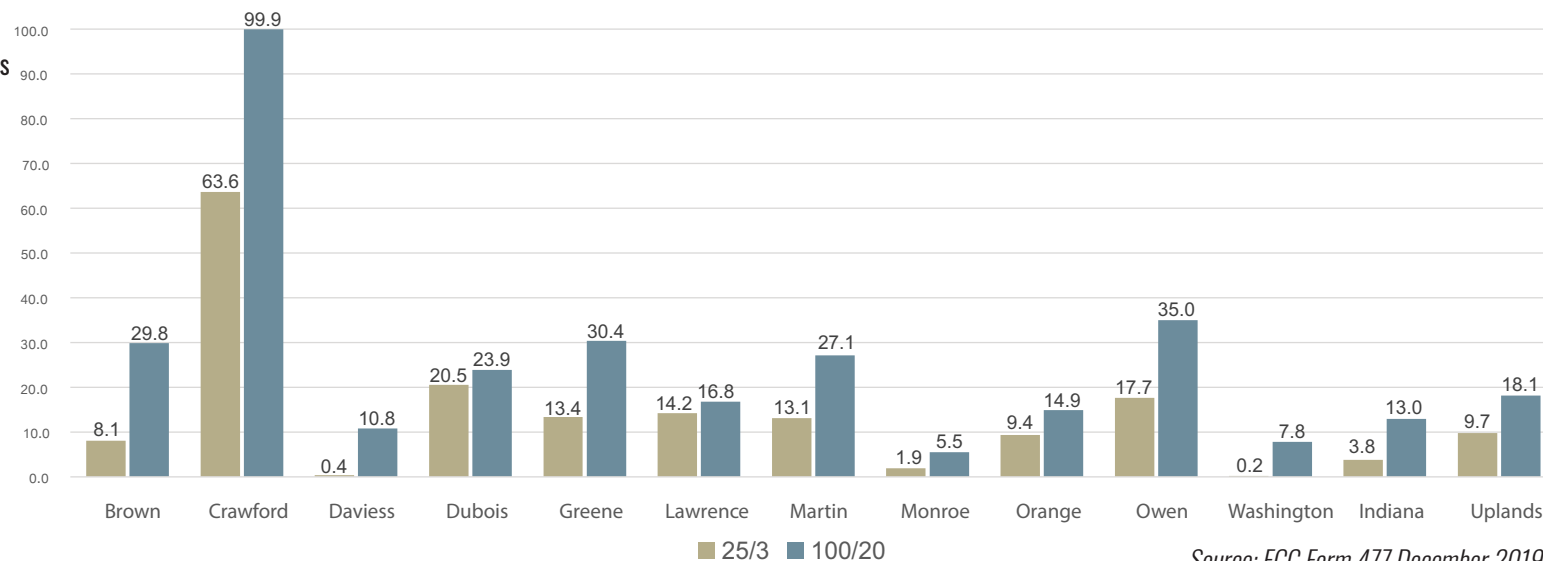
Source: Indiana Uplands Housing Study, U.S. Census



Broadband Access: Speed Tiers

2019 Percent of housing units *without* access to advertised 25/3 & 100/20 (Mbps)

This graph shows the percent of housing units without access to 25/3 & 100/20. Crawford County had the highest share of unserved housing units for both speed tiers while Washington County had the lowest share (0.2%) for 25/3 and Monroe County (5.5%) for 100/20. Most counties in the region had shares higher than the state average of 3.8% for 25/3 and 13% for 100/20. All in all, there were roughly 17,000 housing units in the region without access to advertised 25/3 and about 32,000 without access to advertised 100/20.

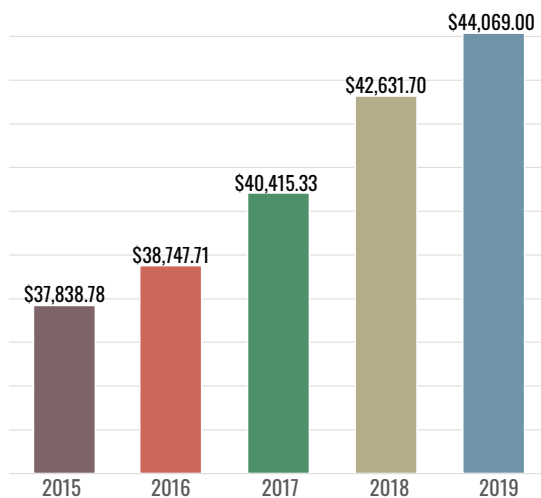


Source: FCC Form 477 December 2019 v1

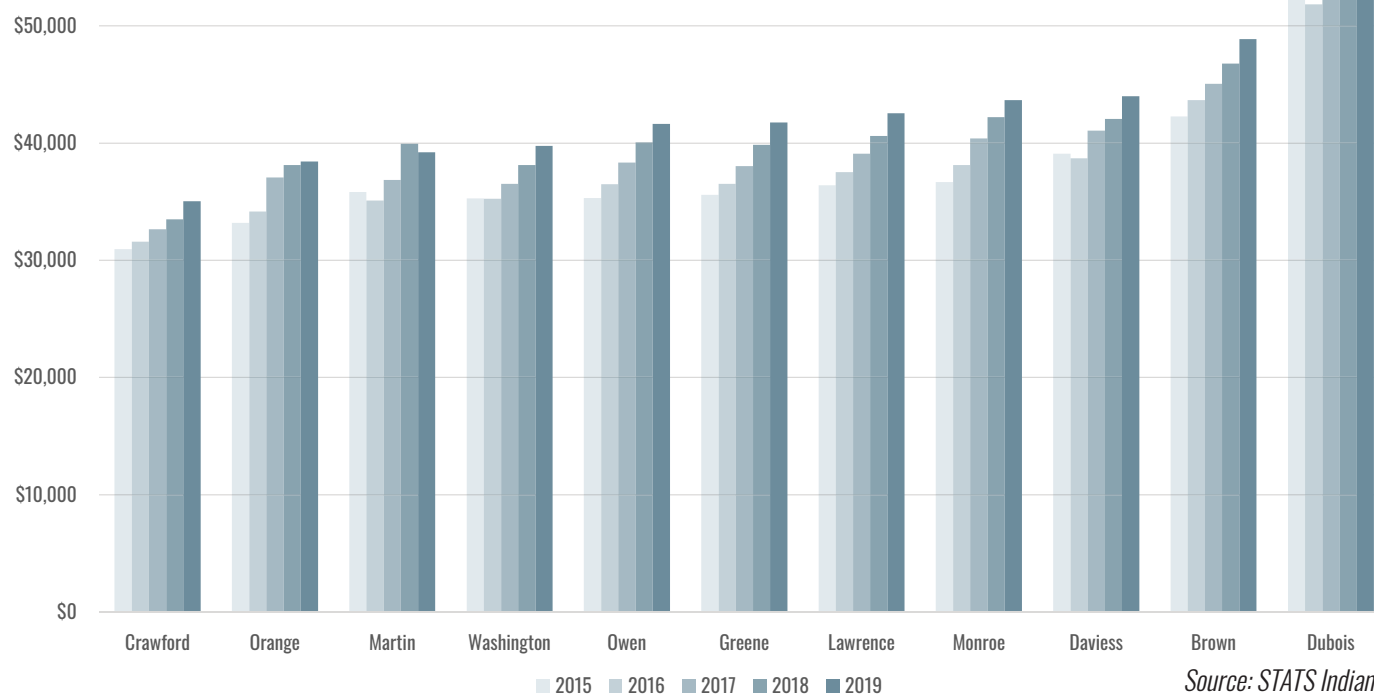
Finally, increasing per capita income is both a goal and an anticipated growth outcome in the region's key sectors.

Per Capita Income by County, 2015-2019

Uplands Per Capita Income, 2015-2019



Source: STATS Indiana



Source: STATS Indiana

LOCAL FUNDING AND MATCH OPPORTUNITIES

Detailed funding and match opportunities are included in the project summaries located in the appendices. The following is a list of sources noted in various project narratives. However, some projects are still developing. Match sources may be adjusted as projects mature and funding opportunities become more defined.

Private Sector Investment

Private sector investment is the foundation of our plan. This category includes investments made by businesses and nonprofits, including capital investments made by companies looking to expand their operations or invest in their employees. It also includes private developer investments in projects such as housing development or service provider investments in broadband expansion.

Partnering Agencies

The Uplands READI plan was completed by a partnership of organizations, including Regional Opportunity Initiatives, Radius Indiana, the IU Center for Rural Engagement, and the Indiana Innovation Institute. ROI provided administrative oversight for the proposal, but all partnering agencies have dedicated financial resources and in-kind support for projects outlined in this proposal.

Federal Funding Sources

The American Rescue Plan (H.R. 1319) provides funding to combat the negative consequences of the COVID-19 pandemic. This includes funding made directly to local units of government. The Uplands region is estimated to receive \$124,852,507 in ARPA funds. Other possible federal funding sources may become applicable for some projects, including the United States Innovation and Competition Act (USICA) that provides funding for strategic sectors such as the semiconductor industry, artificial intelligence, or wireless broadband, if this bill should pass. Projects outlined in this proposal could also benefit from funding from the U.S. Economic Development Administration, potentially the Build Back Better or Good Jobs Challenge, which provides funding to build local economies that will be resilient to future economic shocks, and the Department of Education Higher Education Relief Fund, which supports institutions of higher learning in serving students to ensure learning continues during the COVID-19 pandemic.

State of Indiana

The State of Indiana has several agencies that make investments in projects as outlined in this proposal. ROI, and its partners, are well-versed in these funding streams and work with communities

and community members to take advantage of these opportunities. Projects outlined in this proposal will seek funding from the Department of Natural Resources Next Level Trails, the Office of Community & Rural Affairs Next Level Connections, and the Commission for Higher Education Next Level Jobs programs. Additionally, pass-through funding from the Center for Disease Control and Prevention available through the Indiana Department of Health will be sought to implement the Community Health Improvement Plan.

Institutions of Higher Learning

The Uplands is blessed with many state-sponsored higher learning institutions that are partners in many of our proposed programs and projects. Indiana University and Ivy Tech Community College -Bloomington are providing matching funds for initiatives.

Local Units of Government

Many Uplands cities, towns, and counties are investing in this plan through various sources, including general fund and tax increment financing districts. They also participate by offering properties for sale through Redevelopment Commissions or tax sales at less than market value. Several local units of government are considering creating Residential Tax Increment Financing districts to support housing development in their communities. The City of Bloomington is investing through its Recover Forward program, a combination of budget reversions and reserves.

Philanthropy

Philanthropic organizations investing in this proposal include Bloomberg Philanthropies through Ascend Indiana, Ivy Tech Foundation, Duke Foundation, and many community foundations.

Tax Credits

Many proposed projects have applied, or will apply, for tax credits through the Low-Income Housing Tax Credit, the Redevelopment Tax Credit, or the New Market Tax Credit programs. These programs provide funding for low-income housing, investment in under-utilized buildings or properties, including brownfields, and investments in economically distressed areas.

Future Legislative Resources

The Indiana Uplands possesses unique assets of interest to both the U.S. Congress and the State Legislature, including defense activities at NSA Crane, life sciences, and advanced manufacturing along with emerging technologies such as artificial intelligence and microelectronics. Uplands sectors will continue to work with their representatives on legislative initiatives to support these sectors.



PREVIOUS PLANNING

Previous planning efforts reflect the shared commitment of this region to address our challenges and seize our opportunities. However, planning for the sake of planning is not part of the Uplands DNA. As such, each of the planning efforts shared here should be viewed as the launching point for action.

Our region knew it had work to do to regain the momentum that was lost during the economically challenging years following the Great Recession. Through purposeful planning around talent, place, and innovation, the region was armed with the information it needed to act. Most of the plans listed below have become valuable resources at the regional, county and community levels. Coupled with the updated strategic planning that the region has undertaken in preparation for READI, we have the information we need to ensure that our efforts are demand-driven and regionally relevant.

While our rural region shares many of the needs and priorities that can be found in locations of any size, addressing them in ways that are designed to meet our unique requirements ensures that our plans lead to effective outcomes.

The plans listed below are primarily regional in scope. They build upon the local planning efforts in communities across the region. While we have not, for example, listed every comprehensive plan undertaken in our region, please know that the essential work of local communities and leaders also informs action in our region.

PREVIOUS PLANNING EFFORTS

IMPROVING QUALITY OF PLACE	REALIZING AND RETAINING TALENT	ADVANCING REGIONALISM	ADVANCING KEY SECTORS	TRANSPORTATION
2019 Indiana Uplands Housing Study <i>(Regional Opportunity Initiatives)</i>	2017 & 2019 Occupational Needs Assessment: A Labor Market Analysis for the Region <i>(Regional Opportunity Initiatives)</i>	2014 Strategic Plan for Economic and Community Prosperity in the Indiana Uplands <i>(Regional Steering Committee)</i>	2017 Joint Land Use Study <i>(Radius Indiana)</i>	2014 Governor's Blue Ribbon Panel on Transportation Infrastructure Report <i>(State of Indiana)</i>
2019-2020 Eleven County by County Quality of Place and Workforce Attraction Plans <i>(Community Foundations, LEDOs, Regional Opportunity Initiatives)</i>	2018 & 2020 Regional Wage & Benefits Study <i>(Radius Indiana)</i>	2018 & 2020 Radius Strategic Plan <i>(Radius Indiana)</i>	2018 Massachusetts Institute of Technology Innovation Ecosystem Study <i>(NSWC Crane)</i>	2017 I69 Interchange Analysis <i>(Regional Opportunity Initiatives)</i>
2019 Discover Southern Indiana Brand Development Study. <i>(Radius Indiana)</i>	2018, 2019, 2020 Fifteen Ready Schools Comprehensive Education and Workforce Alignment Plans <i>(public school districts, Regional Opportunity Initiatives)</i>	2018 Regional Personality and Competitive Identity Process <i>(Regional Opportunity Initiatives)</i>	2019 Southwest Indiana Technology and Collaboration Hub Network Feasibility Study - SWITCH Study <i>(Radius Indiana)</i>	2020 Environmental Mid-States Corridor Route O Environmental Analysis <i>(Mid-States Corridor RDA)</i>
2021 Indiana Uplands Digital Inclusion Plan <i>(Regional Opportunity Initiatives)</i>	2019 Talent Attraction and Retention Best Practices and Recommendations <i>(Radius Indiana)</i>	2021 Indiana Uplands - A Region On the Rise: An Update to the 2014 Strategic Plan <i>(Regional Opportunity Initiatives and Regional Steering Committee)</i>	2020 WestGate@Crane Master Plan & Development Guidelines <i>(Regional Opportunity Initiatives)</i>	2020 French Lick Parkway Economic Impact Analysis <i>(French Lick Parkway Coalition)</i>
			2021 Regional Defense Study <i>(Regional Opportunity Initiatives)</i>	2021 Mid-States Corridor Economic Impact Study <i>(Mid-States Corridor RDA)</i>
			2021 Indiana GPS Project <i>(Central Indiana Corporate Partnership)</i>	2021 Mid-States Corridor Route O Independent Research Combined Impact Analysis <i>(Mid-States Corridor RDA)</i>

3. STAKEHOLDERS & EXECUTION

It took more than a village to develop the Uplands Regional Development Plan; it required participation from hundreds of individuals and organizations across the region. The breadth of stakeholders who have been engaged can be best understood in the community engagement section of this report. However, leadership for the READI planning process has been provided by a regional steering committee with members representing anchor institutions and regional organizations.

The role of the steering committee has been immersive throughout the process. Meeting weekly since June 14, 2021, the members have been engaged in every step of the process. They have provided guidance, leadership, and direction to ROI and Radius Indiana in the implementation process co-designed with the steering committee. To characterize the engagement of the steering committee as advisory would not accurately portray their participation.

- Each steering committee member served as a lead on one or more topical working groups. They engaged those with expertise, identified key strategies, and reviewed projects and programs submitted in their topic area.

- Committee members collectively identified the portfolio of projects and programs to serve as examples of the anchor and supporting projects that could benefit from READI funding and highlighted in the Regional Development Plan.
- Committee members defined the vision, goals, objectives, success metrics, and evaluation criteria for the region's plan.

Steering committee members have been active participants in every aspect of the regional planning process. For this reason, the committee will continue to play a role in advancing the regional plan whether READI support is achieved or not. While ROI, working in collaboration with Radius Indiana, would serve as the primary entity for the implementation of READI funding, the steering committee would play a vital role. The committee will ensure READI funding is deployed with fidelity to the regional plan and that investment criteria are formalized once the funding parameters are understood. Members with relevant expertise may also serve on the evaluation committee. The committee will also meet periodically to evaluate progress against success metrics, goals and objectives, and our benchmark communities.

READI WORKING GROUPS

Led by one or more Steering Committee Members

- Talent and Business Attraction
- Talent Development
- Quality of Place
- Housing
- Digital Inclusion
- Transportation and Tourism
- Innovation and Entrepreneurship
- Health

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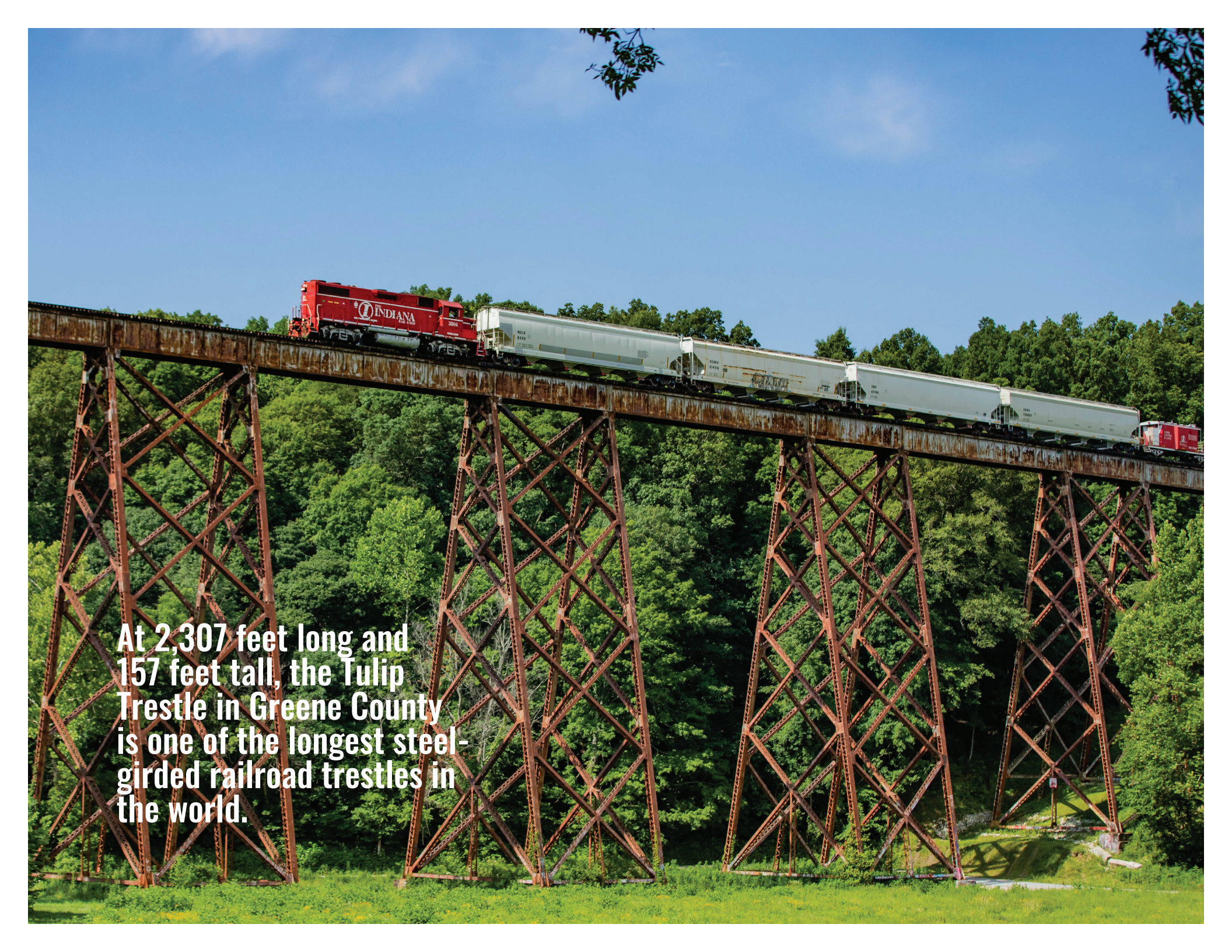
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At 2,307 feet long and 157 feet tall, the Tulip Trestle in Greene County is one of the longest steel-girdered railroad trestles in the world.

4. COMMUNITY ENGAGEMENT

MAY 3, 2021 LAUNCH

Governor Eric Holcomb formally announces the launch of READI and \$500 million in state appropriations to promote regional investments to strategically advance quality of place and quality of life, innovation, entrepreneurship, talent attraction, and population growth in Indiana.

EARLY MAY 2021 PLANNING

ROI and Radius Indiana convene a broad coalition of stakeholders to form our regional steering committee to guide the process in the Indiana Uplands and ensure our development strategies are regionally relevant. The steering committee is comprised of representatives from anchor institutions and key industry clusters in the Uplands.

LATE MAY – EARLY JULY 2021 DATA ANALYSIS & INDUSTRY FOCUS GROUPS

TEconomy Partners is engaged to update key aspects of the 2014 Strategic Plan for Economic Prosperity in Southwest Central Indiana. In addition to thorough data analyses, TEconomy conducts focus group meetings with industry leaders in advanced manufacturing, life sciences, national security and defense, and representatives from small businesses and the entrepreneurship sector.

JUNE 9, 2021 INFORMATIONAL SESSIONS



ROI, Radius Indiana, and the Indiana Economic Development Corporation hold two READI informational meetings in Bloomington & French Lick with community leaders, major employers, and regional stakeholders to highlight the state's goals, address specific questions, and begin planning our region's response to this opportunity for regional collaboration and development.

JUNE 14 – 24, 2021 LISTENING SESSIONS



ROI, the Indiana University Center for Rural Engagement, and Radius Indiana visit with leaders in each of the 11 counties over two weeks in June. These sessions captured what has been accomplished locally in the last five years and continues to be a need and a priority. Two hundred community stakeholders participated in listening sessions. These sessions captured wins and wishes, opportunities, and barriers to inform the regional SWOT analysis.

LATE JUNE – JULY 1, 2021 COMMUNITY COMMITMENTS

ROI collects resolutions from county commissions, city and town councils, school districts, and other entities affirming participation in READI as a member of the Indiana Uplands region. This was accomplished by the July 1 IEDC deadline, and ROI submitted documentation indicating the region's intent to participate.

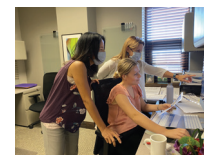
A comprehensive approach to community engagement and information gathering characterized the Uplands READI planning process. Hundreds of people across the Uplands participated through community convenings, working groups, focused conversations, and steering committee participation. Hundreds more submitted projects and programs through our online portal. The timeline highlights the many ways regional stakeholders engaged throughout the process of developing the Regional Development Plan for READI.

JULY 1 – AUGUST 2021 WORKING GROUP EVALUATIONS



ROI, Radius Indiana, and Indiana University Center for Rural Engagement form working groups of regionally relevant subject matter experts in the areas of digital inclusion, housing, innovation & entrepreneurship, quality of place, talent attraction, talent development, transportation & tourism, and health. These groups met multiple times to identify, assess, and explore regional projects and programs to enhance each of these areas.

SEPTEMBER 2021 PLAN DEVELOPMENT



ROI, TEconomy, and the regional steering committee collaborate to synthesize data, evaluate regional trends and metrics, and define a vision of continued growth for the Indiana Uplands. Guided by this vision and the refinement of projects and programs, ROI and its project team develop a formal READI plan and update the region's Strategic Plan for Economic Prosperity in the Indiana Uplands.

JULY 6 – 30, 2021 PROJECT & PROGRAM SUBMISSIONS

ROI prepares an online tool to allow Uplands organizations and individuals to provide information on potential projects and programs that have the capacity to grow the region's economic outcomes through investments in place-based talent, business, and quality of place opportunities. ROI, Radius, anchor institutions, and community organizations publicized the tool widely among regional media outlets, organizational newsletters, social media, and word of mouth. A total of 270 submissions were made through the portal.

AUGUST-SEPTEMBER 2021 DUE DILIGENCE AND REFINEMENT

The working groups, steering committee, and planning team define a process for collecting additional information, evaluating submitted projects and proposals, and developing a cohesive list of representative projects and programs that would bring value to the region and benefit from READI funding. Due diligence was also conducted to identify the financial resources necessary to advance projects and programs and meet IEDC match requirements. The Steering Committee also meets for a half-day work session to refine strategies.

FALL 2021 – 2040 READI AND BEYOND

Moving forward, ROI will continue to coordinate regional development efforts along with key partner organizations, anchor institutions, and local governments.

In fall 2021, ROI, Radius Indiana, and the Indiana University Center for Rural Engagement will conduct a second listening tour in each of the 11 counties. We will invite participants from the June 2021 listening tour, provide updates on the region, its vision, its updated strategic plan, its participation in READI, and gather follow-up information from community stakeholders on how best to implement projects and programs for optimal results. The steering committee will also continue in its oversight role, evaluating funding requests and providing recommendations on future catalyzing programs and projects that have the potential to enhance the region further and grow population both in the near and long term.

A golfer in a blue long-sleeved shirt and light-colored trousers is captured in the middle of a golf swing on a green tee box. The golfer's shadow is cast long and dark on the grass. In the background, a winding golf course path leads through rolling green hills under a clear blue sky. The horizon shows distant, hazy hills.

The Pete Dye Course at French Lick on one of Indiana's highest elevation points has gained national acclaim for its 40-mile panoramic views of the Indiana Uplands countryside.

5. REGION'S VISION

In the Indiana Uplands, our people, employers, and communities thrive.

We deliver demand-driven, regionally-aligned strategies that magnify the potential of our technology-driven industry sectors — advanced manufacturing, national security and defense, and life sciences — and key employers to attract talent, lead through innovation, and compete globally. By leveraging our natural assets, world-class institutions, and welcoming culture, the Uplands and its residents will prosper, and its interconnected communities grow.

Positioned to meet the evolving needs of its region and state, the Indiana Uplands is a region on the rise!



By achieving this vision, the Indiana Uplands will help ensure the region's future economic vitality.

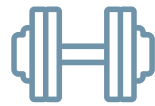
Anticipated economic and societal impacts that will be realized through the successful implementation of this vision include:

- Better paying jobs with higher growth potential,
- Ability to weather future economic challenges,
- Inspired future generations that reach their full potential by supporting educational attainment opportunities around career pathways that lead to regional industry growth, and
- Improved quality of life that is attractive not only to current residents but also those living elsewhere.

In preparation for READI, listening sessions were convened in all 11 Uplands counties in June 2021. Community stakeholders proudly shared what had been accomplished in the last five years to advance economic opportunity, innovation and entrepreneurship, talent attraction, and quality of place. They talked about what they have yet to accomplish but aspire to achieve, opportunities on the horizons, and the barriers that can constrain them. From the information collected in these county-by-county conversations and the 2021 Uplands Strategic Plan, the following regional SWOT analysis emerged.

STRENGTHS

- Strong Industry Sectors – Advanced Manufacturing, Life Sciences, & National Security and Defense
- Transformative K-12 & STEM Initiatives
- K-12, Post-Secondary, & Industry Partnerships Engagement
- Updated Roads, Sewers, & Water Systems across the Region
- Wealth of Recreational Opportunities
- Natural Amenities
- Communities with Unique Character & Assets
- Low Cost of Living
- Growing Diversity



OPPORTUNITIES

- Opportunity through Next Level Connections to Increase Rural Connectivity
- Next Level Trails Could Aid Development of a Connected Trail System
- Further Development of WestGate@Crane
- Marketing the Uplands Region for Talent Attraction, Retention, & Tourism
- Attracting Young People & Families to Live & Work in the Region
- Developing the I-69 Interchange Corridors



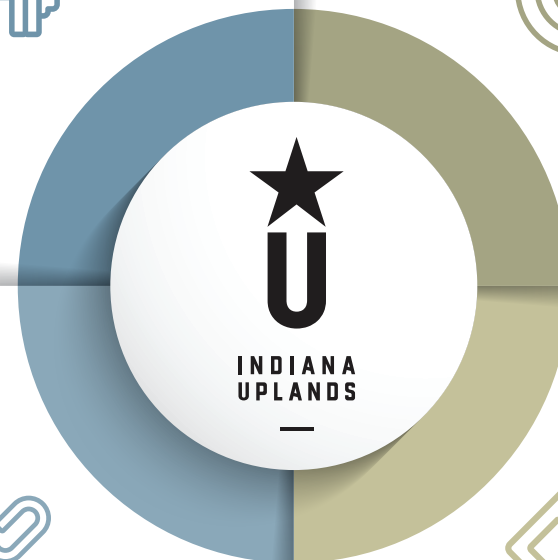
WEAKNESSES

- Lack of Housing at All Price Points
- Failing & Outdated Infrastructure
- Population Declines in Many Counties
- Aging Population
- Talent Brain Drain in The Region
- Challenges Retaining Talent
- Inadequate Connectivity in Rural Areas
- Lack of Affordable Childcare
- Lack of Facilities for Physical & Mental Health



THREATS

- Inadequate Infrastructure for Housing & Commercial Growth
- Lack of Workforce to Fill Jobs Needed for Growing Industry Sectors
- Residents Not Pursuing Opportunities to Skill Up
- Failing to Fill High-Skilled Trade Positions
- Failing to Embrace the Regional Brand
- Lack of Small Business Growth & Entrepreneurs
- Substance Use & Mental Health Challenges



6. REGIONAL TRENDS

The following is a synopsis of high-level economic development trends that currently impact strategies and priorities in the Indiana Uplands. We have chosen to focus on trends that offer significant alignment with cluster-specific opportunities in our region. Every trend detailed below, in one way or another, is represented in one or more of the projects or programs enumerated in this regional development plan. In some instances, the connection to a project or plan may be direct; in others, the linkage is indirect but equally relevant.

INDUSTRY 4.0

Manufacturers and manufacturing-intensive states and regions are recognizing the increasingly vital aspects of technology adoption and implementation to compete in a global manufacturing sector by investing heavily in and leveraging the capabilities of Industry 4.0 technologies—a technological and innovation movement that represents a paradigm shift so significant that industry experts have referred to it as the arrival of the “Fourth Industrial Revolution.” While Industry 3.0 leveraged the “digital revolution” of the late 20th century to embed computers and robotics into single processes or machines, Industry 4.0 is utilizing a new wave of technologies to fully automate processes and decision-making across the production life cycle.

Digital industrial technology is transforming the modern global manufacturing sector, with major implications for industry competitiveness. As one would expect from such transformational technology, Industry 4.0 has significant implications for all facets of the manufacturing ecosystem, including innovation, supply chains, infrastructure, the workforce, and even customer engagement—implications that will have tremendous impacts on state and regional competitiveness within advanced manufacturing clusters. These implications require consideration of proactive state and regional policies, programs, and investments that can include:

- Supporting technology adoption, particularly for SMEs through economic development incentives and implementing assessment tools;
- Advancing workforce and talent development and the need for across-the-organization digital upskilling by leveraging flexible talent approaches such as micro-credentialing and stackable credentials;
- Enhancing supply chain linkages in an increasingly digital operating environment; and
- Enabling digital infrastructure, including prioritizing investments in rural broadband and implementing company-specific cybersecurity assessments.

Significant Manufacturing Industry Investment in Transitioning to Industry 4.0 Models

BCC Research considers the major technology areas associated with Industry 4.0 manufacturing applications and estimates the global market will grow from nearly \$8 billion in 2018 to almost \$22 billion by 2023, a rapid compound annual growth rate of 23 percent.

PwC 2016 Global Industry 4.0 Survey



Realizing the promise of Industry 4.0 requires a supportive and coordinated ecosystem where key partners and organizations come together to offer resources and investments that support the digital transformation, particularly for SME manufacturers. Multiple projects and programs detailed in this plan align with this trend in all three strategy areas: innovation, talent, and quality.

MICROELECTRONICS

According to the Semiconductor Industry Association, while the U.S. is the undisputed global leader in the design of cutting-edge semiconductors — the key foundational technology for everything digital that has transformed all sectors of our economy and underpins the “must-win” technologies of the future, including artificial intelligence, 5G, and quantum computing — American leadership in this critical technology faces numerous vulnerabilities. Today, U.S. chip designers rely heavily on suppliers in Asia for advanced chip manufacturing. The share of global semiconductor manufacturing capacity in the U.S. has decreased from 37% in 1990 to 12% today. Over the long term, China is poised to disrupt the industry with \$100 billion in subsidies. The U.S. Congress recently enacted the bipartisan Creating Helpful Incentives to Produce Semiconductors (CHIPS) for America Act as part of the National Defense Authorization Act. The Biden Administration has also called for funding of \$50 billion in legislation. This legislation making its way through Congress authorizes an array of R&D initiatives and a subsidy program for domestic semiconductor manufacturers.

The Uplands region already has a strong focus through NSWC Crane on microelectronics, making it a prime location for future public and private investments. The modernization of strategic electronics is a distinct opportunity for the region. This involves a specialized class of radiation-hardened microelectronics with especially high levels of reliability. Efforts are already underway that involve: advances in design at the nanoscale – likely involving a consortium of Midwestern universities; enhanced testing and evaluation capabilities, such as for single event effects; and public and private investments in electronic fabrication and packaging.

In a world of global semiconductor manufacturing, one critical market need is for trusted electronics. This includes the need for new technologies, such as anti-tamper technologies, counterfeit detection, component performance testing, and cybersecurity.

NSWC Crane already makes active use of cooperative research and development agreements (CRADAs) for new trusted electronics technologies (computer vision and computation microscopy) and validating new methods with Indiana universities. Plus, IN3, through the Achieving Scientifically Secured User Reassurance in Electronics (ASSURE) program, has awarded \$2.3 million across nine projects involving Purdue, Indiana University, and Notre Dame.

Four projects are presented in the Innovation strategy section that represent various opportunities in the microelectronics value chain.

INNOVATION DISTRICTS

As regions compete for advanced industries and the high-paying jobs associated with the innovation economy, it has become clear that the quality of a place matters enormously.

This is not a surprise but an indication of how industries innovate and grow around specific locations. Harvard professors Gary Pisano and Willy Shih further explain this phenomenon as creating geographically based “industrial commons.” The industrial commons that form in different regions reflect each region’s specific industry clusters that drive economic growth. Generating and sustaining industrial commons are critical to maintaining a region’s economic competitiveness for its specific industry clusters. What is changing in the 21st century are the place-based requirements to grow and sustain industrial commons in innovation-led economic development. The Brookings Institution notes in its white paper, “The Rise of Innovation Districts: A New Geography of Innovation in America,” the rise of “innovation districts” as “geographic areas where leading-edge anchor institutions and companies cluster and connect with startups, business incubators, and accelerators. They are also physically compact, transit-accessible, technically-wired, and offer mixed-use housing, office, and retail.”

This focus on high-quality live-work-play developments is transforming the U.S. real estate landscape. The Urban Land Institute and PWC report the trends towards such communities as “almost a universal trend across the 75 markets examined.” Still, not all live-work-play centers are driving innovation. To be an innovation district, connections to anchor research-intensive institutions and innovation-led companies, many of whom will be startups, must be

in place. The economic literature is clear that there are significant spillovers from research institutions that drive industry growth, particularly in the availability of highly educated talent in a region. In turn, that high-skilled talent requires a strong emphasis on high-quality placemaking to attract and retain them.

The Uplands Science and Technology Foundation was recently established to advance an emerging defense, microelectronics, and energy-focused innovation district at the WestGate@Crane Certified Technology Park, located just outside the gates of NSA Crane. The Trades District in Bloomington offers an example of an innovation community evolving to support a specific sector, in this instance, information technology.

RESEARCH AS AN ECONOMIC ENGINE

For the United States and individual regions like the Uplands, public interest is served by research that addresses needs and challenges in society and within the economy. Basic and applied research contribute to both steady and punctuated progress in realizing solutions to challenges and opportunities for improving society, individual welfare, economic performance, governmental efficiencies, etc. Market and non-market and social and private returns to research each play a role in sustaining and advancing the nation and the state. Research universities and federal laboratories provide wide-ranging benefits – for example:

- Research plays a key role in defining a region's future economic prosperity. From Silicon Valley to Silicon Alley in New York, the Research Triangle in North Carolina to Kendall Square in Boston/Cambridge, there are countless examples over the past several decades of how research drives innovation, attracts jobs, and fosters economic growth. Research anchors are key engines in each of these geographies.
- Research anchors attract and train talented students in the latest technologies. As urban studies theorist Richard Florida and others note, an increasingly mobile creative class makes it more important to attract and retain talented students and future knowledge workers. A robust research university profile is central, particularly in attracting and supporting graduate students and the enterprises and organizations that employ them.
- Research anchors, leveraging funding from the federal

government, state governments, foundations, and other sources, perform the early-stage non-commercial research necessary to build a platform upon which later market applications, new industry sectors, and productivity-enhancing innovations for existing industry may develop.

- In addition to fundamental research, research anchors perform applied and translational research in science, engineering, and other disciplines that can result in the transfer of technologies and innovations to existing local industry or spur the startup of entrepreneurial ventures to bring new innovations to market.

From the perspective of research as a driver of state economic growth, researchers at the Brookings Institution note that advanced industry success is rooted in connection to R&D. Advanced industries benefit from the R&D occurring inside research universities just as they depend on their own corporate R&D. They also depend on the education of advanced scientists, engineers, business management professionals, creative designers, etc. educated within the research university ecosystem. It should also be observed that in many cases, the celebrated products of industry – products viewed as being on the cutting edge of innovation, such as the iPhone – actually represent industry playing an integrating role using innovations and technologies that were developed outside of the company, usually at universities or national labs using public funding (in the case of the iPhone, for example, thin-film displays, lithium batteries, voice recognition technologies, GPS, multi-touch surfaces, etc.).

ELECTRIC VEHICLE INFRASTRUCTURE

Electric vehicle (EVs) adoption continues to grow, with forecasts predicting that EVs will represent 57 percent of all new passenger-vehicle sales by 2040. The single most significant barrier to electric vehicle adoption has typically been battery cost. However, advancements in battery technology have increased energy density, and cost savings from supply-chain efficiencies have helped minimize this concern. Purchasing an electric vehicle is now more accessible to a wider market of consumers.

Today, one of the most significant challenges to EV adoption is the



development and accessibility of electric vehicle charging stations. While people driving gas vehicles can go on long trips secure in the knowledge that they will be able to refuel quickly en route, for electric vehicles drivers, the same trip requires researching the location of charging stations along the way and setting aside time to charge up.

To change that, the infrastructure around electric vehicles must improve significantly. That means building the actual charging stations themselves and then having an electricity grid that can support this additional demand for electricity. If we want fast charging, that means we need to provide a lot of electricity, often in locations where the grid may not necessarily be built for it today. By installing charging stations at highway convenience stores, public buildings, and businesses of all sizes, drivers feel more comfortable buying EVs, knowing that they can travel from one destination to the next.

The Uplands Region has an interesting opportunity to ensure that there is an intentional focus on the development of electric vehicle infrastructure services along both the I-69 corridor and a new north/south transportation artery. Further, aligning EV strategies in our region with those of surrounding communities and regions would bring the greatest value. A READI project is proposed to support a planning process for fully developing a strategy for EV infrastructure.



Beck's Mill near Salem is one of the most famous and historic landmarks in Indiana. In 2008, the mill was restored to operational condition and is host to special events April-October.

7. REGIONAL GOALS & OBJECTIVES

The goals and objectives chosen by the Indiana Uplands READI Steering Committee are simple by design and aspirational in their intent. For this region to thrive, our population must grow. For our population to grow, we must be deliberate about talent attraction, retention, and development. To attract and retain talent, we must increase housing and broadband access.

While population growth was confined to three of our 11 counties from 2010 to 2020, the period from 1990 to 2010 saw growth across the region above 13%. In sharp contrast, growth in the last decade was only 2.4%. (According to STATS Indiana, the state's rate over that period was nearly twice that at 4.1% and the country nearly three times at 6.5%). Using these two growth rates

as our benchmarks, the steering committee chose a tiered goal for growth. With a target goal of 7% growth in ten years, the region will focus first on doubling its growth rate to 4% on the path to achieving its 7% target. However, the steering committee set a north star goal of 13% population growth by 2031.

Between 2010-2018, employment in the region's key sectors grew at an impressive rate of 10%, exacerbating an already tight labor market in which the supply of a skilled labor force has been out of sync with employer demand. With purposeful strategies, the growth of the region's population can outperform and positively impact the region's economy. As one of the state's most recognizable regions, the Uplands must become more aggressive with respect to population growth. READI provides the opportunity for the region to cast a bold vision for future population growth.

Our goal is to see a vibrant, thriving regional ecosystem, doubling population growth initially, striving to exceed the national rate thereafter, and aspiring for a rate of 13% over the next ten years. However, population will not be the only way that we will define our success (*see more in the Success Metrics section*). When our READI plan and regional strategies are successfully implemented, the Uplands will be a peak destination for innovation, education, and quality of life.

POPULATION GROWTH	TALENT ATTRACTION, RETENTION, & DEVELOPMENT	QUALITY OF PLACE
Grow population in every Uplands county reversing the trend of rural population decline.	Meet the workforce demands of key sector employers.	Provide the place-based amenities needed to attract and retain population.
Current Population (406,482) 10-Year Period: Natural Growth (416,238) Double to 4% (425,993) -> Target 7% (432,903) Aspire to 13% (459,325)	Increase the percentage of high school and postsecondary students choosing to stay and work in the region. Increase postsecondary attainment to 44% by 2025 (currently at 35%).	Add 14,000 housing units across the region by 2030. Achieve 85% access to high-speed broadband across the region by 2030.

BENCHMARK REGIONS

Establishing benchmarks for the 11-county region of the Indiana Uplands presents unique challenges and is a relatively new construct for a region that did not exist a decade ago. It was the Strategic Plan for Economic and Community Prosperity in Southwest Central Indiana, published in 2014, that first made the case that these 11 counties could – and should – collaborate due to staffing, migration, and industry patterns.

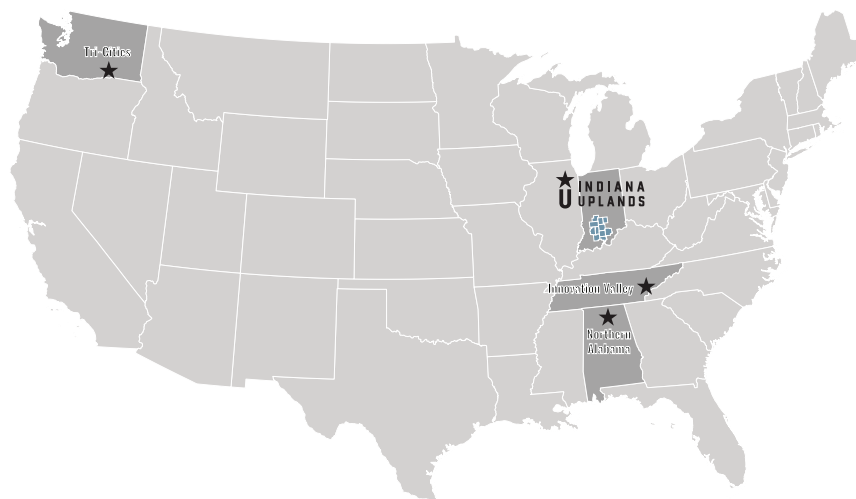
Our emergent region represents a largely rural part of the state that is home to:

- New interstate terrain (I-69)
- The third-largest naval installation in the world (Crane NSWC)
- A respected D1 research postsecondary institution (Indiana University)
- Highly specialized and concentrated industry sectors (life sciences, manufacturing, and national security and defense)
- A wealth of natural and recreational tourism assets

It is this unique combination of assets in a rural region that makes it difficult to identify comparable regions for benchmarking purposes. In our review, we have built upon the work of an IU School of Public and Environmental Affairs (SPEA) capstone project completed in December 2013 as a precursor to the regional strategic plan (SPEA Capstone: Economic Development Strategy for Southwest Central Indiana). In this analysis, benchmarks were identified based upon similar geographic and demographic elements, the inclusion of a federal laboratory or installation, and proximity to a higher education research institution. From this, three comparable regions were identified: Northern Alabama (AL), Innovation Valley (TN), and the Tri-Cities (WA).

Northern Alabama

The Northern Alabama region consists of 13 counties spanning the northern edge of the state. Anchored by the largest city in the region, Huntsville, the region has experienced tremendous growth and is often recognized as an up-and-coming community for young



professionals, particularly with interest in the federal contracting environment. Huntsville, in particular, has been recognized recently as one of *U.S. News and World Report* Best Places to Live (2020-2021), *Forbes* Best Places for STEM Jobs (2015), and *New York Times* Places to Go in 2019.

Huntsville/Madison County is home to a strong aerospace and defense sector. However, while these sectors anchor regional success, the region boasts a diverse economy with several other primary industry sectors, including information technology, advanced manufacturing, and life sciences.

Complementing its strong economic base, the region has numerous opportunities for higher education. In addition to the University of Alabama in Huntsville, the largest university in the area, Huntsville is home to Alabama A&M University, Oakwood University, and J.F. Drake State Community and Technical College. Other colleges and universities have satellite locations or extensions in Huntsville.

The North Alabama region contains many similarities to the Uplands, including population demographics, regional characteristics, assets, and targeted industry sectors. However, it is the economic success of North Alabama in leveraging its assets, recruiting business to its targeted industry sectors, and utilizing the strength of a regional economic and workforce development approach, that make it ideal as a benchmark for the Indiana Uplands.

Key Benchmarking Features:

- Major City: Huntsville
- Counties included (13): Colbert, Cullman, Cherokee, Dekalb, Franklin, Jackson, Madison, Marshall, Morgan, Lauderdale, Lawrence, Limestone, and Winston
- Research University: University of Alabama Huntsville
- Target Industry Clusters: Automotive, Life Sciences, Aerospace/Defense, Chemicals, Distribution/Logistics, Food/Packaging, Metals/Fabricating, Plastics, and Wood Products
- Federal Lab: Marshall Space Flight Center (NASA)

Innovation Valley

Innovation Valley is a 6-county region in Tennessee that has experienced significant growth in recent decades as a result of a strategic economic development approach centered on the region's industrial expertise, federal investments, and talent development resources.

Knoxville, the largest community within Innovation Valley, has a population of 186,000 and is home to the flagship campus of the University of Tennessee. Located approximately 12 miles from Knoxville is Oak Ridge National Laboratory, a federal U.S. Department of Energy laboratory with a research and development focus on neutron science, energy, high-performance computing, and national security.

Knoxville Oak Ridge Innovation Valley is a regional economic development partnership covering the six Tennessee counties of Knox, Blount, Anderson, Roane, Jefferson, and Loudon. Innovation Valley's largest employer is the U.S. Department of Energy, employing more than 4,000 people at Oak Ridge National Laboratory. Other than government entities, large industry sector employers for Innovation Valley include health services, retail trade, and manufacturing.

Innovation Valley is an ideal regional peer place for the Uplands due to its successful collaborations that energize its well-devel-

oped regional economy. This region has seen steady population growth, far outpacing the national average. Additionally, the Valley boasts higher educational attainment and average wages, providing aspirational goals to which the Uplands can aspire.

Key Benchmarking Features:

- Major City: Knoxville
- Counties include (6): Anderson, Blount, Jefferson, Knox, Loudon, Roane
- Research University: University of Tennessee Knoxville
- Target Industry Clusters: Advanced Technology & Manufacturing, Corporate Services, Creative Media Services, Energy & Transportation
- Federal Lab: Oak Ridge National Laboratory (DOE)

Tri-Cities

The Tri-Cities area is developing a reputation as one of the fastest-growing regions in Washington State, as well as one of the strongest locations for job growth and stability in the country. The region represents the four communities of Kennewick, Pasco, Richland, and West Richland. The Tri-Cities is centrally located and linked to the major population centers of the Pacific Northwest by Interstate Highways 82, 84, and 90. Seattle and Portland are 3 ½ hours by car. The BNSF and Union Pacific Railroads have a major presence in the Tri-Cities, and the Columbia River connects the region with the Port of Portland. The Tri-Cities Airport (PSC) offers direct daily flights to Seattle, Portland, San Francisco, Denver, Salt Lake City, and Minneapolis.

While the region’s economic environment is diverse, the Department of Energy exhibits a strong presence. Among the top twenty employers in the area, seven are organizations that contract with the Department of Energy. With the Pacific Northwest National Laboratory also located in the region, nearly half of the region’s top employers are government entities. Other major industries include health services, agri-business, and manufacturing.

Washington State University’s main campus is located in Pullman, Washington, approximately 130 miles from the Tri-Cities region. However, it also has a campus located in Richland. The Washington State University System is defined as a “research university”

(R1) according to the Carnegie classifications for doctoral universities (Carnegie Foundation, n.d.). Unlike other university systems, such as Indiana University, the Carnegie Foundation applied this rating to the Washington State University system as a whole.

The Tri-Cities region has many similarities to the Uplands region, perhaps on a smaller scale. The regions are similar in terms of demographics, geographical characteristics, assets, and regional characteristics. The Tri-Cities region has a strong record of growth over the last ten years, coupled with robust economic development planning initiatives that have excelled at identifying and harnessing the region’s strengths.

Key Benchmarking Features:

- Major City: Kennewick
- Counties include (2): Benton, Franklin
- Research University: Washington State University, Tri-Cities Extension

- Target Industry Clusters: Agriculture/Agri-Business, Viticulture, Industrial, Commercial, Energy, Nuclear Related Industries, Water Resources, Visitor Serving/Recreation
- Federal Lab: Battelle/Pacific Northwest National Laboratory (DOE)

The three benchmarking regions outlined above provide a glimpse into what a regional strategy can accomplish when it harnesses the potential of its assets. In the case of all three, the regions have been able to capitalize on their engaged communities, education institutions, and federal installations to drive population growth, economic prosperity, and educational attainment. While the Uplands is lagging in most comparative indicators to date, we believe the stories of the benchmarking regions provide a glimpse into our possible future. The details outlined in this regional development plan are the roadmap for our region moving forward. We will track our progress against the success metrics and these benchmarking regions.

	INDIANA UPLANDS	NORTHERN ALABAMA	INNOVATION VALLEY	TRI-CITIES
POPULATION GROWTH				
Population - 2019	406,170	1,157,547	842,602	299,619
Population Change 2010 - 2019	2.4%	5.4%	7.4%	18.3%
ECONOMIC GROWTH				
Employment	152,931	447,484	366,799	139,354
Jobs 2 Year Change - 2021 Q1	-3.7%	-0.3%	-1.2%	-1.2%
Goods-producing Jobs % of Total - 2021 Q1	37.3%	36.9%	15.5%	15.5%
Services-providing Jobs % of Total - 2021 Q1	62.7%	63.1%	84.5%	84.5%
TALENT GROWTH				
Adults with Associate Degrees - 2019	9.2%	8%	8.2%	9.9%
Adults with Bachelor’s Degrees - 2019	15.1%	17%	18.4%	16.7%



Naval Surface Warfare Center, Crane Division is a shore command of the U.S. Navy. Its mission is to provide acquisition engineering, in-service engineering and technical support for sensors, electronics, electronic warfare and special warfare weapons.

8. REGIONAL STRATEGIES

Thematically, the Indiana Uplands 2021 Strategic Plan builds upon the concept of *A Region on the Rise*. Practically, it rests upon the sub-title: *Leveraging Drivers of Growth to Ensure Economic and Community Prosperity*. While the 2014 strategic plan focused on overcoming declining growth, this latest iteration of our economic strategy calls on the region to capitalize on the growing vibrancy and vitality of the region's key sectors and assets. If the Uplands is to succeed, the region must ensure its competitive position through four interconnected imperatives:

- The region's **industries must remain globally competitive by continually innovating** the products they make and the technological processes they use to make them.
- The region must continue to be catalytic in advancing efforts to **support startups and scale-ups**, particularly in technology-oriented, high-growth industries.
- The region's business community must be systemically **integrated into the region's talent development, retention, and attraction** efforts. The private sector must work alongside education and community partners to develop the talent pipeline, enhance retention rates, and expand efforts to attract talent.
- The **region must foster a high-value quality of place** that is attractive to the knowledge-economy workforce and ensure the necessary lifestyle amenities are accessible, inclusive, and aligned with the region's population goals.

The 2021 Strategic Plan proposes that the region and its many stakeholders advance three strategies and a set of 16 associated actions to leverage and complement existing efforts to catalyze longer-term economic growth and community prosperity in the Uplands.

STRATEGY 1	TARGETED ACTIONS TO PURSUE
<p><i>Scale and differentiate targeted industry clusters by supporting the growth of existing innovative firms and fostering the creation of new companies.</i></p>	Action 1. Drive economic growth by creating aligned sector cluster strategies that leverage the region's comparative advantages.
	Action 2. Create vibrant industry networks to address common needs of the region's different targeted industry clusters.
	Action 3. Foster deeper relationships between targeted industry and anchor research institutions to drive innovation into regional companies.
	Action 4. Continue to foster a regional entrepreneurial ecosystem to help diversify the economy and take advantage of the region's emerging IT opportunities.
	Action 5. Develop an Uplands' branding/marketing campaign focused on the region's targeted industry clusters and deliver to audiences beyond regional and state boundaries.

STRATEGY 2	TARGETED ACTIONS TO PURSUE
<i>Ensure that talent strategies are producing a talent pipeline that meets the demands of the Indiana Uplands' targeted industry clusters and other private sector anchors.</i>	Action 6. Develop a proactive, robust talent attraction program in alignment with the regional branding/marketing campaign in Strategy 1, Action 5, to become a magnet for world-class talent in targeted industry clusters.
	Action 7. Retain the post-secondary talent that is already being developed in the region by proactively linking it to experiential work and learning opportunities and community assets.
	Action 8. Continue to support initiatives like ROI's Ready Schools to ensure that school districts throughout the region align their PreK-12 curricular and programmatic offerings with regionally relevant workforce needs. Strengthen the program by adding additional apprenticeship programs in alignment with industry demand.
	Action 9. Continue and expand career coaching and mentorship programs for students to help ensure that direct support and coaching is available and aligned with regional career opportunities.
	Action 10. Support the development of employer-aligned training throughout the region connected to key industry sector workforce demands.

STRATEGY 3	TARGETED ACTIONS TO PURSUE
<i>Invest in key quality of life initiatives.</i>	Action 11. Through proactive investments, work to ensure that every Uplands resident or potential resident has attainable housing choices.
	Action 12. Develop a digitally inclusive region by growing access to broadband, devices, and digital literacy resources.
	Action 13: Support rural small business development efforts to foster quality of place and community livability.
	Action 14. Establish a region-wide tourism campaign that capitalizes on the region's unique scenic, ecological, historical, cultural, and recreational advantages while at the same time continue to enhance these features by making additional investments in anchor projects that improve the region's tourism assets.
	Action 15. Recapitalize the ROI Ready Communities Program to provide community development gap funding to a range of important quality of place projects with significant public benefit, including aesthetics and beautification, connectivity and infrastructure, and community cohesion and support. This could include community centers, downtown beautification, trails, child care, and healthcare projects.
	Action 16. Foster access to healthcare for every Uplands resident.

Taken together these strategies and their associated actions, provide a holistic approach to developing the regional ecosystem and coalescing stakeholders to:

1. **Advance the growth and expansion of key industry clusters by addressing the core challenges that have the potential to derail progress.** This includes finding ways to support the expansion of existing firms, infusing emerging areas of innovation, attracting necessary supply-chain, addressing talent demand, and growing population.
2. **Create pipelines of talent to meet the growing human capital needs of regional partners, especially in the region's targeted industry clusters and private sector anchors.** As one of the few market factors that are locally based, the region could create a comparative advantage by proactively developing, attracting, and retaining the type of talent specifically needed by regional employers.
3. **Invest in the types of quality of place amenities that will attract young knowledge workers and families, help the region retain its existing workforce, and draw workers back to the Uplands, bringing economic growth with them.**

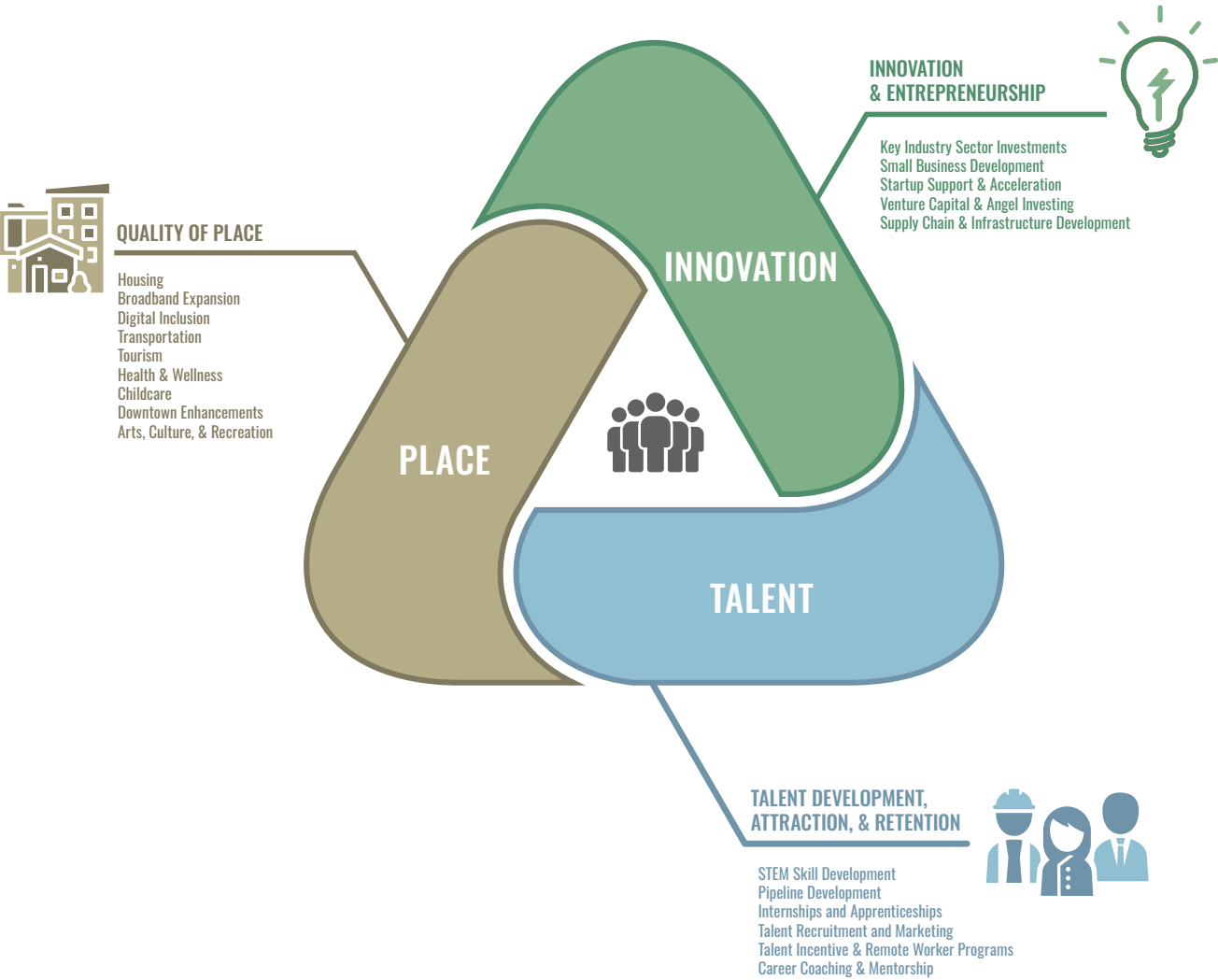
PROJECTS AND PROGRAMS

For the Indiana Uplands to achieve its vision and continue its trajectory as a “Region on the Rise,” it will need to deliberately translate the strategies detailed in our strategic plan into action over the coming months and years. The READI announcement in May allowed our region to step beyond our everyday realities and focus on the aspirational. It allowed us to acknowledge the progress we’ve made and the challenges we’ve yet to address. As a region, we have embraced READI as an opportunity to look ahead and to explore new ways to pursue an expanding potential. READI will be only one of the vehicles we will use in the coming years to advance what we’ve defined together as our future.

On the following pages, we have detailed examples of more than 60 anchor and supporting projects that align with our region’s vision, goals, and objectives. They reflect the current state of our region and how investments in innovation, talent, and place will accelerate economic outcomes and contribute to our ability to grow regional population.

The framework outlines the region’s approach to organizing the projects and programs included in its regional development plan. Together, they represent a cohesive set of strategies intended to systemically advance the economic prosperity of the Uplands. However, it is important to note that what is included in this document is just a sampling of the 270+ projects submitted by individuals, organizations, and communities across the region. The included projects and programs are meant to exemplify the types of investments this region intends to make and that READI funding could accelerate.

Should the region receive READI funding, however, we will use the investment criteria included in Section 11 of this report to identify in real-time the projects and programs that will benefit from READI funds, in consultation with IEDC. Our regional advisory committee was thoughtful about informing those who submitted projects and programs that inclusion in our Regional Development Plan does not guarantee funding and that lack of inclusion does not indicate that READI funding would not be available for a particular project or program. Further details of each highlighted program are included in a project summary starting in Appendix V.



ANCHOR PROJECT	SUPPORTING PROJECT
<i>A systemic project or program that represents alignment to Uplands goals and strategies, is region-defining, and has the potential for significant impact.</i>	<i>Projects or programs highly aligned with regional goals and objectives that will contribute to the overall success of the region but may not be regional in scope.</i>

STRATEGY 1: SCALE AND DIFFERENTIATE TARGETED INDUSTRY CLUSTERS BY SUPPORTING THE GROWTH OF EXISTING INNOVATIVE FIRMS AND FOSTERING THE CREATION OF NEW COMPANIES.

As identified in the Current State of the Region section of this report, the economic growth occurring in the Uplands is directly accountable to its three technology-enabled sectors: advanced manufacturing, life sciences, and national security and defense. Keying off the value of these three key sectors will allow this region to create a competitive edge, accelerate the pace of innovation, increase high-growth potential startups, and benefit from the multiplier effect as stronger supply chain networks develop.

The projects and programs highlighted under Strategy 1, while each compelling in their own right, collectively accelerate the benefits of highly productive clusters in driving economic prosperity in a region.

Activating Emerging Defense Opportunities in the Indiana Uplands Defense Cluster

While rooted in existing regional excellence, the national security and defense sector has never been better positioned to lead in areas of emerging opportunity. One such area for which our region is particularly well-positioned is microelectronics, the foundational technology of the digital age. The industry commands approximately \$450 billion nationally across the four key components of the microelectronics value chain.

The U.S. owns 85% of semiconductor design globally, the source of invention and innovation in the science and engineering that drives progress in the industry. Nonetheless, the U.S. finds itself in a particularly vulnerable position, with only a 12% global share of microelectronics manufacturing and 3% of packaging. Critical infrastructure from transportation, artificial intelligence, and banking to the national grid, communications, and weapon systems are all impacted by our dependence on offshore production.

Indiana has strategic intent to be a prominent stakeholder of the U.S. semiconductor industry with presence in all components of the microelectronics value chain. By leveraging NSWC Crane infrastructure in Department of Defense microelectronics and corporate partners, WestGate@Crane certified technology park is the ideal location for a National Center for Verification and Validation of critical microelectronics applications. Working alongside Purdue and others also possessing essential expertise and assets, the Uplands has an unprecedented opportunity to achieve national significance in an area of emerging technology that will grow our economy, population, and innovation outcomes.

READI funding will help lay the foundation for attracting leading semiconductor industry partners to the state that are essential to market growth, economic development, job creation, national security, and have the capacity to strengthen not only the defense sector but other sectors in our region as well.

Anchor Project – Skywater

Skywater Technology (SKYT) is the only U.S.-owned pure-play foundry and currently has existing facilities in Minnesota and Florida. Attracted by synergies with NSWC Crane and Indiana's world-class research universities, Skywater will establish a Design Integrated Service Center (DISC) at WestGate@Crane to provide the front-end of storefront operations for radiation hardened microelectronics. Partnering with a current WestGate@Crane tenant, Skywater will also explore a radiation hardened test and evaluation facility as well. Skywater's presence at WestGate@Crane would be complemented by a research and development partnership with Purdue University and supported through SCALE, a research and workforce development contract managed by Purdue and funded by the DoD. SCALE focuses on BS, MS, and PhDs while also developing a skilled workforce through high school and community college programming. The Skywater project has the potential to achieve matching investment from federal and industrial sources, with unprecedented funding opportunities emerging to expedite the reshoring of chip manufacturing and packaging.

Anchor Project – NHanced

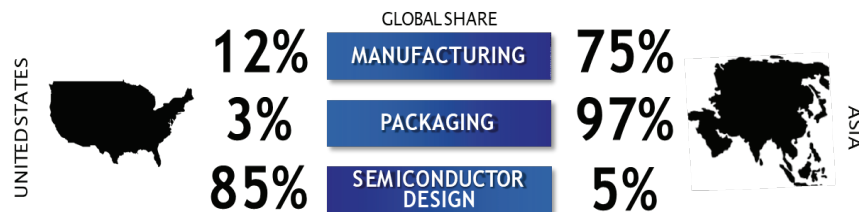
NHanced is positioned to be a front runner in the production of next-generation semiconductors through a concept called Foundry

MICROELECTRONICS: THE FOUNDATIONAL TECHNOLOGY OF THE DIGITAL AGE

Four Key Components to the Microelectronics Value Chain



Current State: Declining of US and Growth of ASIA's Leadership within the Global Semiconductor Industry (~450B/year)

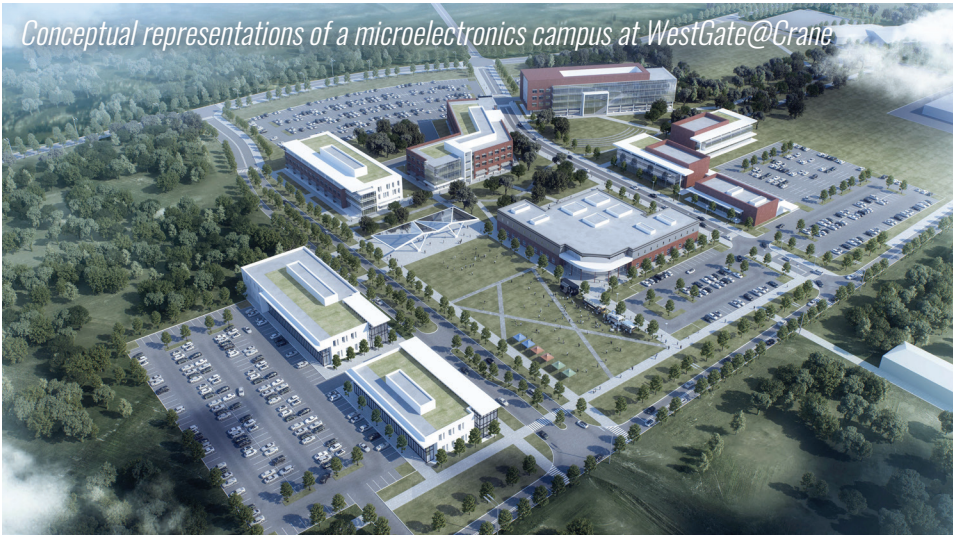


Loss of US leadership within Semiconductor Industry has severe for US economic prosperity and National Security

Critical Infrastructure at Risk



Conceptual representations of a microelectronics campus at WestGate@Crane



Aerial View

WestGate@Crane Technology Park

09 24 2021 WESTGATE @ CRANE MASTER PLAN PACKAGE | lvsdesign | 01

- A1 Advanced Assembly
- A2 Advanced Organics
- A3 Advanced Packaging / Semiconductor Processing
- A4 Foundry 2.0
- B R&D facility for Radiation Hardened Microelectronics
- C Microelectronics Design & Modeling
- D Microelectronics V&V, Testing and Design Enablement
- E Future Phase 1
- F Future Phase 2



Phasing Diagram

WestGate@Crane Technology Park

09 24 2021 WESTGATE @ CRANE MASTER PLAN PACKAGE | lvsdesign | 03

2.0, a response to massive changes occurring in the microelectronics industry. Semiconductor manufacturing today is tightly focused on shrinking the size of transistors, increasing the number of transistors on each chip, and producing ever-increasing volumes of those chips. The next generation of semiconductors will break this model, pivoting toward custom devices in flexible volumes with greater affordability.

NHanced will locate at WestGate@Crane to establish Foundry 2.0, focusing on chiplets and advanced packaging. In four phases, NHanced would grow from advanced assembly into advanced organics and advanced packaging before completing the buildout of Foundry 2.0. At full employment, NHanced will require a workforce of 400 people.

Businesses like NHanced tend to attract other high-tech businesses because of similar needs for raw materials, staffing, and effective collaboration. NHanced could locate in many places but has chosen the Uplands because of the benefits of being next door to NSWC Crane. READI funding would help expedite the NHanced opportunity and allow Indiana to be on the leading edge in the evolving semiconductor market.

Anchor Project – Reliable MicroSystems

Reliable MicroSystems (RMS) is a world-class design organization specializing in concept-to-foundry creation and maturation of high-reliability electronics. RMS will establish and lead a fabless design facility at WestGate@Crane to coordinate and facilitate U.S. Navy and DoD integrated circuit and subsystem design for space and extreme environments. RMS specializes in modeling of electronic circuit resiliency, modeling and simulation, high-reliability and/or radiation hardened application-specific integrated circuits, and the implementation of fault-tolerance techniques. RMS will partner with Indiana's universities on developing and retaining engineering talent through internships and training with a particular focus on Purdue's SCALE program. University-RMS research and development partnerships are also anticipated.

Anchor Project – The Uplands Science and Technology Foundation (USTF)

USTF is a recently established nonprofit with a mission to accelerate the growth of the WestGate@Crane certified technology park (CTP), located at the intersection of I-69 and U.S. 231 just outside the gates of Naval Surface Activity Crane. Working in concert with

The University Financing Foundation and the WestGate Authority, USTF will transform the park into a research and innovation district with a focus on the defense, microelectronics, and energy technology sectors.

WestGate@Crane has the opportunity to benefit from the growing ecosystem that orbits around the significant innovation and research generated by NSWC Crane. By serving as the physical center of the outward-facing manifestations of the ecosystem, WestGate@Crane can become the place where talented people with advanced degrees come to live, play, learn, and work collaboratively alongside the great minds from Indiana's world-class research universities in identifying and solving our nation's strategic defense challenges. We have only to look at what has occurred in Huntsville, AL, near Redstone Arsenal, to see what can be possible.

READI funding would support proactive development of space for lease at the park, several new buildings, and common area amenities essential to promote density and interactions between users. Creating a true innovation community at the park will help the Uplands attract and retain talent in specialized scientific and engineering fields. The timing is opportune as the potential for a microelectronics hub at WestGate@Crane becomes a reality.

Supporting Project – Regional Defense Strategy

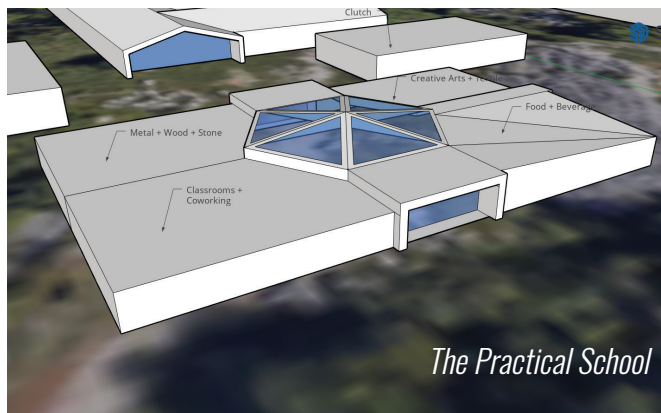
TEconomy Partners worked with public, private, and higher education institutions across the region in 2020 to build out a defense sector strategy for catalyzing the cluster's growth in the Uplands. IN3, IU, Radius, and ROI will work collectively to implement targeted strategies for business development, talent, entrepreneurship, placemaking, marketing, and branding specifically tailored for the region's defense sector with the intent of advancing a regional industry, university, and NSWC Crane collaborative.

Supporting Project – Single Events Effects (SEE) Test Center

An Indiana capture team is pursuing a Single Events Effect Test Center to be located at WestGate@Crane. READI funding would be used for planning which in the first 4 to 6 months would include a refined, market-based concept definition, engagement with industry, academia, and the U.S. Government, refined concepts, and validation of shaping requirements. After the initial planning period, the capture team would continue to refine and pursue elicitation of requirements and assessments of interest and commitment across a wide range of government users. Deliverables within that timeframe will be a market-based concept definition, identification and validation of potential users and their level of demand, improved performance requirements, and supporting rationale.

Supporting Growth and Innovation in the Region's Manufacturing Sector

From early color televisions to leading-edge advances in electronics and robotics, the region's economy has long been grounded in manufacturing. Today, enterprising companies like Jasper Engines and Kimball International and multinational corporations such as General Motors and TASUS/Tsuchiya are transforming the Uplands into a region of high-tech talent and global leaders. Supporting growth and innovation in the sector requires a focus not only on our large established organizations but also on our innovative smaller businesses. Success in this sector will rest in growing capacity and supporting innovative approaches to production, human capital, supply chain efficiencies, and collaboration. Ensuring manufacturing remains competitive and relevant in an Industry 4.0 focused sector is paramount.



Anchor Project - Wright Resolve and the Practical School

Four successful production-oriented businesses are collaboratively pursuing a shared solution to common barriers with the potential to impact growth. Together they are creating a master-planned development to address their shared challenges in securing appropriate production space and a skilled workforce.

These four anchor companies produce products in food/beverage, metal fabrication, wooden furniture, and coffee roasting, all products that can be sold on-site but, in some instances, are distributed well beyond the region. Their development, however, will be more than a place to manufacture and purchase craft spirits or local coffee. It will also include The Practical School of Science and Arts, a training school and tourist destination that incorporates immersive, hands-on workshops, workforce development, and hospitality in a creative environment. It will offer classrooms and coworking spaces for skill development and idea generation and a Metal and Woodwork Lab, a food and beverage lab, and artist's studios.

The development will be located in a setting that capitalizes on the natural beauty of the Uplands region and its wealth of quarries. The site will be used for unique cultural experiences through immersion travel, a form of tourism where people focus on experiencing a place by actively and meaningfully engaging with its history, people, culture, food, and environment. Eventually, their principals hope to add workforce housing, short-term dormitories for training, and housing for travelers.

Supporting Project – Project Vicious

A major employer located in Bloomington seeks to expand operations but requires infrastructure upgrades. The company needs to replace 1,570 feet of 18" clay sewer pipe. This enhancement will improve the community sewer system downstream of the company for one mile along an arterial corridor.

Supporting Project – Jasper Engines Expansion of Power Drive Production Facility

Jasper Engines will add up to 20,000 square feet of additional space to their Power Drive Production facility for production capacity and increased workforce. The growth in transmission product lines necessitates additional space for raw materials related to new product releases.

Supporting Project – Kimball International (KBAL) Expansion

Kimball International is a publicly-traded company with multiple furniture brands. They will add additional warehouse capacity in the Jasper Industrial Park to meet the needs for expanded production of office and healthcare furnishings.

Supporting Project – Genie Supply

This growing, women-founded, owned, and managed company will construct and/or renovate a space for a large, consolidated FDA-approved facility (GMPc) for cosmetic manufacturing to meet growing customer demand. A larger facility will allow Genie Supply to add third-party logistics and a direct-to-consumer (D2C) line.

Supporting Project - Uplands North/South Transportation Corridor

The 2014 Governor's Blue-Ribbon Panel on Transportation identified improvements to the transportation infrastructure in Dubois County and southern Indiana. A proposed high-speed expressway grade connection in southern Indiana will provide an improved transportation link between the U.S. 64/U.S. 231 interchange near Huntingburg and I-69 south of Bloomington, more effectively connecting the Uplands region and linking the region to major logistical hubs in Indianapolis and Nashville, Tennessee.

Supporting Project – Planning for an EV Corridor in the Uplands

With new terrain interstate (I-69) and the potential for additional transportation corridors, the Uplands would be remiss if it did not plan for broad-scale adoption of electric vehicles and the potential this new technology brings to our region. A strategic planning process will allow the region to work with industry and electric utilities on a strategy that encompasses personal vehicles, public transportation, commercial fleets, charging equipment/stations, battery manufacturing, and alignment with other regions.

Fostering Regional Innovation and Entrepreneurship

The economic vitality of the Uplands region will depend, in part, upon our capacity to foster the formation of new entrepreneurial-led businesses. These businesses have the potential to grow the innovation culture, create supply-chain benefits for regional employers, generate high-paying jobs, and grow population. In a technology-driven region, growing entrepreneurial hubs will be necessary if the region is to realize the potential that small business growth and innovation offer. Promising developments have been occurring across the region, offering new vehicles for catalyzing entrepreneurial activity, especially in the information technology space. The Dimension Mill, Elevate Ventures, Indiana University, Indiana Innovation Institute, the Cook Center for Entrepreneurship, Purdue@WestGate, and the Uplands Science and Technology Foundation, to name a few, are focused on accelerating

the formation and growth of startups. Extending their reach region-wide will be imperative to achieving our regional goals.

Anchor Project – IU AI Accelerator

In a September 2021 report from Brookings Institute, entitled “The Geography of AI: Which Cities will Drive the Artificial Intelligence Revolution?”, Bloomington was identified as one of the 21 AI “federal research and contracting centers” with the potential to leverage AI for economic growth. The report identified the close connection between university and AI research.

With the newly completed Luddy Artificial Intelligence Center, Indiana University has a unique role to play in advancing AI in the Uplands region and beyond. The Indiana University AI Accelerator will leverage IU’s expertise to develop new dual-use technologies and startup companies. Focusing on technologies developed by the Luddy School of Informatics, Computing, and Engineering, the accelerator will pursue DoD research and commercialization funding streams to drive application-focused projects. The Accelerator will also support the acceleration of technologies that can be incubated through IU Ventures’ sport initiative, leveraging IU Ventures’ alumni network for new talent, expertise, and capital for the Uplands region.

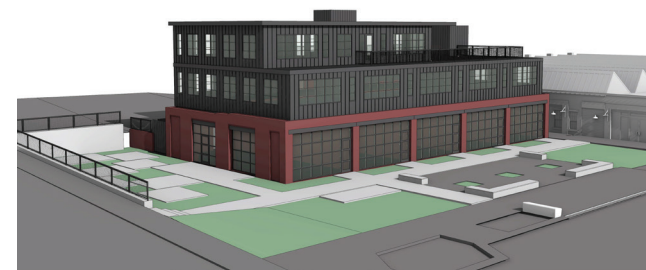
Anchor Project – Trades District Technology Center

The Trades District Technology Central will serve as a hub for accelerating the region’s emerging technology sector. Filling a gap in the continuum of tech startup resources, the Center will offer services for post-incubation startups or those with demonstrated commercial viability. The Center will help de-risk startups and assist existing companies with potential innovations more attractive for commercial development and venture capital investment. The Center will provide a dynamic environment where startups and existing companies will benefit from expertise and partnerships that accelerate their path to commercialization.

Supporting Project – SBIR/STTR Training and Mentoring

The 2019 TEconomy strategic plan for catalyzing the Uplands defense sector identified the U.S. Government’s Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs as important sources of innovation capital for emerging technology companies. Both programs focus on awards to businesses with 500 or fewer employees. The SBIR/STTR training and mentoring program will support small businesses through the process of capturing funding through these programs to drive innovation and product development.

Supporting Project – The Kiln



The Kiln Collective, LLC has a comprehensive plan to redevelop the historic Kiln building in the Trades District in Bloomington. Owned by local entrepreneurs and entrepreneurial companies, the Kiln will provide high-profile graduation space for startups from the Mill as well as public meeting space and other amenities important for activating a burgeoning innovation district. The Kiln will foster creativity, innovation, collaboration, and job growth in Monroe County.

Supporting Project – INBRIDGE Ecosystem Development

INBRIDGE focuses on building a thriving ecosystem of traditional and nontraditional technology providers in support of U.S. Government Research and Development. The program will expand upon the successful NavalX Midwest Tech Bridge business model to foster collaboration between the broader government R&D community and the Indiana-based technology solution providers to grow R&D budgets in the Uplands and the State.



*The Indiana University
Luddy Center for Artificial Intelligence*

INNOVATION: ACTIVATING EMERGING DEFENSE OPPORTUNITIES IN THE INDIANA UPLANDS DEFENSE CLUSTER

	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
ANCHOR						
Skywater	TBD	\$1,828,035	\$60,000,000		\$20,000,000	\$81,828,035
NHanced	\$5,000,000	\$457,007	TBD		\$5,000,000	\$10,457,007
Reliable MicroSystems	\$4,000,000	\$365,607	\$5,000,000		\$0.00	\$9,365,607
Uplands Science and Technology Foundation	\$7,500,000	\$1,000,000			\$8,000,000	\$16,500,000
Total	\$16,500,000	\$3,650,649	\$65,000,000	\$0	\$33,000,000	\$118,150,649
	14%	3.1%	55.0%	0.0%	27.9%	100.0%
SUPPORTING						
Regional Defense Strategy	\$538,000		\$250,000		\$855,000	\$1,643,000
Single Event Effects (SEE) Test Center	\$1,000,000				\$1,000,000	\$2,000,000
Total	\$1,538,000	\$0	\$250,000	\$0	\$1,855,000	\$3,643,000
	42.2%	0.0%	6.9%	0.0%	50.9%	100.0%
	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
Anchor Projects Total	\$16,500,000	\$3,650,649	\$65,000,000	\$0	\$33,000,000	\$118,150,649
Supporting Projects Total	\$1,538,000	\$0	\$250,000	\$0	\$1,855,000	\$3,643,000
Total	\$18,038,000	\$3,650,649	\$65,250,000	\$0	\$34,855,000	\$121,793,649
	14.8%	3.0%	53.6%	0.0%	28.6%	100.0%

INNOVATION: SUPPORTING GROWTH AND INNOVATION IN THE REGION'S MANUFACTURING SECTOR

	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
ANCHOR						
Wright Resolve and The Practical School	\$25,450,000	\$1,805,000	\$120,000		\$1,925,000	\$29,300,000
Total	\$25,450,000	\$1,805,000	\$120,000	\$0	\$1,925,000	\$29,300,000
	86.9%	6.2%	0.4%	0.0%	6.6%	100.0%
SUPPORTING						
Project Vicious	\$500,000,000				\$1,207,075	\$501,207,075
Jasper Engines	\$2,360,000				\$590,000	\$2,950,000
Kimball International	\$7,540,800				\$1,885,200	\$9,426,000
Genie Supply	\$1,000,000			\$315,000	\$285,000	\$1,600,000
North/South Corridor	\$3,701,733	\$3,500,000	\$75,000,000		\$0	\$82,201,733
Electrification	\$300,000				\$100,000	\$400,000
Total	\$514,902,533	\$3,500,000	\$75,000,000	\$315,000	\$4,067,275	\$597,784,808
	86.1%	0.6%	12.5%	0.1%	0.7%	100.0%
	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
Anchor Projects Total	\$25,450,000	\$1,805,000	\$120,000	\$0	\$1,925,000	\$29,300,000
Supporting Projects Total	\$514,902,533	\$3,500,000	\$75,000,000	\$315,000	\$4,067,275	\$597,784,808
Total	\$540,352,533	\$5,305,000	\$75,120,000	\$315,000	\$5,992,275	\$627,084,808
	86.2%	0.8%	12.0%	0.1%	1.0%	100.0%

INNOVATION: FOSTERING REGIONAL INNOVATION AND ENTREPRENEURSHIP

	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
ANCHOR						
IU AI Accelerator	\$1,575,000	\$0	\$555,000	\$4,505,000	\$3,195,000	\$9,830,000
Trades District Technology Center	\$75,000	\$1,900,000	\$3,500,000	\$792,343	\$1,163,869	\$7,431,212
Total	\$1,650,000	\$1,900,000	\$4,055,000	\$5,297,343	\$4,358,869	\$17,261,212
	9.6%	11.0%	23.5%	30.7%	25.3%	100.0%
SUPPORTING						
STTR/SBIR	\$459,275		\$688,911		\$1,148,186	\$2,296,372
The Kiln	\$4,050,000	\$350,000			\$1,240,000	\$5,640,000
INBRIDGE	\$658,770		\$988,155		\$1,646,925	\$3,293,850
Total	\$5,168,045	\$350,000	\$1,677,066	\$0	\$4,035,111	\$11,230,222
	46.0%	3.1%	14.9%	0.0%	35.9%	100.0%
	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
Anchor Projects Total	\$1,650,000	\$1,900,000	\$4,055,000	\$5,297,343	\$4,358,869	\$17,261,212
Supporting Projects Total	\$5,168,045	\$350,000	\$1,677,066	\$0	\$4,035,111	\$11,230,222
Total	\$6,818,045	\$2,250,000	\$5,732,066	\$5,297,343	\$8,393,980	\$28,491,434
	23.9%	7.9%	20.1%	18.6%	29.5%	100.0%

ALL INNOVATION PROJECTS & PROGRAMS

	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
All Anchor Projects	\$43,600,000	\$7,355,649	\$69,175,000	\$5,297,343	\$39,283,869	\$164,711,861
All Supporting Projects	\$521,608,578	\$3,850,000	\$76,927,066	\$315,000	\$9,957,386	\$612,658,030
Total	\$565,208,578	\$11,205,649	\$146,102,066	\$5,612,343	\$49,241,255	\$777,369,891
	72.7%	1.4%	18.8%	0.7%	6.3%	100.0%

STRATEGY 2: ENSURE THAT TALENT STRATEGIES ARE PRODUCING A TALENT PIPELINE THAT MEETS THE DEMANDS OF THE INDIANA UPLANDS' TARGETED INDUSTRY CLUSTERS AND OTHER PRIVATE SECTOR ANCHORS

In a framework where R&D, entrepreneurship, and strong industry clusters are the engines behind strong regional economies, talent is the catalyst that drives success. Generally, talent refers to people, their intangible skill sets, knowledge, social attributes, and ability to contribute positively to a regional workforce ecosystem. To support regional growth, our region's strategies must incorporate the supply of talent that is needed for industry to flourish.

As noted in ROI's 2019 Occupational Needs Assessment - "Labor Market Analysis for the Uplands Region: A Report on Talent Demand and Supply":

Across the Indiana Uplands economy and in the region's key growth sectors, talent fuels both existing firms in the region and potential growth opportunities. Increasingly, meeting the demand for talent is of critical importance to a regional economy and its firms. This is particularly true for the Uplands.

Solving the talent needs for the region is a complex and interdependent challenge. While efforts over the past five years to more purposefully engage and retain the region's talent have advanced, there is still a significant opportunity to build upon early successes through creative solutions and a determined focus to support the region's workforce demands. Our goal is to provide high-quality talent that exceeds the expectations of our key industry sectors' impressive pace. In order for the Uplands population trajectory to better align with regional needs and accelerate for growth, we must invest heavily in attracting, retaining, and developing talent.

Our regional development plan will address talent from three perspectives: 1) growing our population base, in particular attracting individuals with relevant skills and backgrounds to the region, 2) retaining more of the postsecondary population that comes to the region for its exceptional educational opportunities by striving to

more purposefully connect them to current employers and giving them support to launch new ideas here, and 3) aligning educational outcomes to current and future career and employment opportunities with the region's sector assets.

The following section outlines five anchor programs and seven supporting programs that represent alignment to Strategy 2 and have the potential to accelerate growth of the region and state.

Talent Attraction

Considering the out-migration that has occurred from the Uplands Region over the years, particularly when you include those students who attend Indiana University, many individuals with connections to the region have undertaken successful careers elsewhere. Due to these individuals' natural affinity and ties to the region, it may be possible to attract them back.

To help overcome the talent deficit issues being experienced in the region's targeted industrial clusters, it will be important to attract to the region senior and mid-level professionals demanded by industry, as well as the military veteran population. As IT entrepreneurial efforts help drive economic growth, it will be critical to be able to attract talent from outside the region to support these opportunities. The Uplands is uniquely positioned to be able to pursue this strategy. Because of the out-migration of alumni, particularly Indiana University alumni, many individuals who have received their advanced education in the region have pursued successful careers elsewhere, yet many of these people may wish to return to the region if an opportunity to do so was presented. Of particular interest would be those people who have successfully started and managed businesses or who have the technical skills needed by the region's existing and emerging industry clusters.

Key to the success of this attraction program will be the creation of a strong and coordinated marketing campaign as envisioned under Strategy 1, Action 5. It will be critical to develop a long-term marketing campaign to keep alumni, natives to the region, and other industry leaders throughout the nation abreast of all of the exciting initiatives taking place within the region.





Anchor Project – Regional Talent Attraction Marketing Strategy

While the region began as “Southwest Central Indiana,” regional leaders and consultants in 2018 agreed that the name Indiana Uplands accurately captured the region’s geography, spirit, and aspiration. The region’s new name and identity have been communicated broadly to establish a consistent narrative about the region to stakeholders across the state and beyond. While brand identification has begun to take hold, more work must occur for the regional brand to generate the level of talent attraction needed for regional success.

The regional marketing strategy will build upon the Uplands regional brand to strategically launch an associated campaign to increase overall awareness of the region and grow population. This strategy will leverage other marketing strategies such as targeted digital and social media, print material campaigns, and regional website enhancements to ensure a clear call-to-action for individuals who visit the site looking for more information regarding opportunities to live and work in the region. A regional talent attraction landing page will be created with specific links to resources for housing, employment, and education for individuals interested in moving to the region.

The anticipated impact is far-reaching with the goal of attracting talent nationwide and growing the overall population of the Uplands.

Anchor Project – Find Your Opportunity in the Uplands

Find Your Opportunity in the Uplands is a regional attraction strategy that will be maintained through a partnership between ROI and Radius Indiana. Radius Indiana and ROI will scale the current Choose Southern Indiana talent attraction strategy to impact the entire region and leverage resources across multiple counties and organizations to support successful candidate transitions to the region. Initially, this effort will focus on attracting mid-career professionals with a tie to the region (either a personal connection or former students of the region’s higher education institutions) and military veterans. Choose Southern Indiana is entering its third year of running digital recruitment campaigns to attract out-of-state military veterans to move to the region to work for defense contractors and other employers. Radius Indiana is continuing to work with NSWC Crane to redirect out-of-state military veterans who apply for employment at NSWC to also consider employment in other regional companies in the Uplands region.

Once target populations are identified, resources, marketing, incentives, and support services will be aligned to most effectively attract new individuals to the region and make their transition seamless. Employers will commit to supplemental incentives (matching at least 1:1) for up to 40 individuals per year (for four years). Incentives will be \$5,000 (at least \$10,000 with employer match) and may be used for moving expenses and/or home/rental costs. ROI and Radius Indiana will provide concierge services to help individuals and families successfully acclimate to life in the Uplands and establish both peer mentoring and welcoming programs.

The overall impact will be an additional 160 individuals directly moving to the region through incentives (potentially 600 with families) and an additional 1,500 indirectly who move to the region purely through greater awareness in the next four years. Over the next ten years, the potential impact will be 2,000 new residents directly served and up to 8,000 indirectly reached.

Supporting Project – Bloomington Remote

This pilot program aims to bring ten new remote workers (with their jobs) to Monroe County by offering incentives that include

membership in a coworking facility and a package of concierge onboarding support programs. The goal will be to scale the program across the region if it is successful.

Talent Retention

Indiana University, Ivy Tech Bloomington, and Vincennes University Jasper collectively bring thousands of college students to the Uplands region each year. At IU alone, over 40,000 students come to the campus yearly. However, the region has not been deliberate in connecting those students to the region and its high wage/high growth career opportunities. According to research conducted by the Indiana Business Research Center and the IU Kelley School of Business, across the state, we lose approximately 33% of bachelor’s degree graduates every year to other states (“Indiana Graduates and Brain Drain,” In Context, 2014). The percentage of those who choose to stay in our region is likely lower.

To reach the region’s population growth goals, we must complement talent attraction strategies with retention efforts. We must connect with the students who come to the region for education, helping them see a future for themselves here in the Uplands. This can be accomplished through more purposefully designed engagements with community partners, resources to foster a sense of place and connection for students, and targeted engagements related to internships and jobs with Uplands employers. Through these efforts, the region can increase the retention of students from IU, Ivy Tech, and Vincennes and establish a growing workforce to support our growing industry clusters.

Anchor Project – Grow Here IN the Uplands

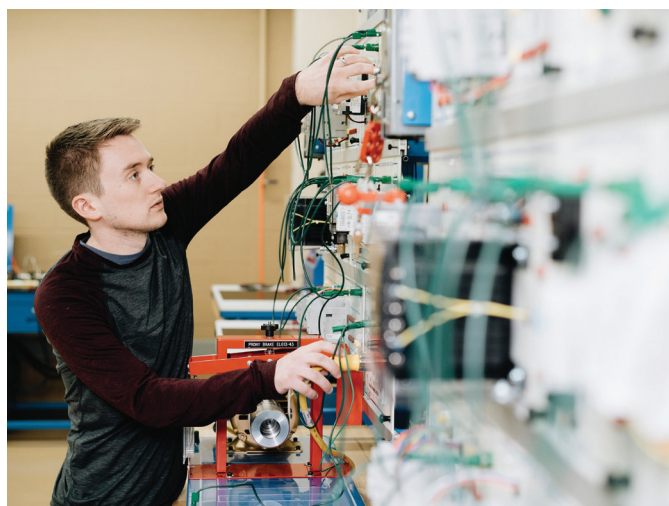
This attraction and retention strategy will be implemented by ROI, with close alignment and partnership with Indiana University, Ivy Tech Bloomington, and Vincennes University. The rationale behind this project is that there are nearly 10,000 new postsecondary students who come to the region every year for education, but no concerted effort to link those students to regional employers or efforts to entice them to stay here after graduation.

The Grow Here IN the Uplands program will consist of three distinct strategies that are interconnected and coordinated to retain more talent within the region/state and combat brain drain.

The three strategies include 1) a regional portal to connect college students to internship and employment experiences here, 2) an engagement strategy to more fully connect college students to the region and communities, and 3) incentive funding that encourages employers to hire regional students.

The regional opportunity portal will be an interactive and dynamic website that houses experiential learning opportunities for students (either internships or apprenticeships) specific to the region and a job board for regional employment opportunities. A feature will be embedded in this tool that allows students to indicate areas of interest and opt-in for targeted communication about relevant events, such as job fairs, hiring events, and training. The ROI team will support the development and deployment of this tool to ensure students across the region are aware of and have opportunities to interact with the portal.

The Uplands Community Engagement project is a partnership between the IU Center for Rural Engagement (CRE) and IU Corps. IU Corps is a network of IU Bloomington students, campus stakeholders, and community partners who have joined forces to create positive social change in local neighborhoods and around the world. This project will seek to connect students from the Bloomington campus to regional volunteer and community development opportunities, creating a greater sense of place and awareness of the region.



Finally, ROI will oversee an employment incentive program aimed at transitioning regional students into full-time, high-wage careers. The program will specifically provide funding to offset employer internship costs (up to 50% of the total amount paid to an intern/apprentice) if the students transition to full-time employment within six months. The addition of this incentive will encourage employers to view internships as a short-term, programmatic effort and a systemic element of the organization's talent development strategy.

Talent Development

Recent discussions with Uplands' industry leaders reinforce local talent challenges. Companies referenced their inability to hire the talent necessary to expand their businesses, resulting in untapped markets as their capacities are constrained by labor shortages.

In part, the ability of the Uplands to meet the demand for a higher-skilled, higher-educated workforce depends upon the strength of its talent pipeline. In this regard, there are positive trends to report. ROI's initiatives in education and workforce are helping the region make the shift towards a more home-grown STEM workforce. These efforts include a robust portfolio of K-12 education initiatives. The comprehensive and multi-faceted approach that ROI has taken towards building a K-12 innovation ecosystem was a result of a 2014 economic development strategy that recognized the development of talent would be a critical component for the region to achieve sustainable success. In the ensuing years, the need for local talent has not waned. Instead, the rapid growth of key industry sectors means that the demand for qualified talent now outstrips the region's ability to source talent solely from local supply. While the region must be aggressive in attracting talent, it must also continue to develop local talent prepared to work in the high-demand jobs that are essential to local employers and productivity.

Locally, there must be a focus on developing K-12, postsecondary, and adult talent. In 2019, the Uplands educational attainment rate for individuals 25-64 was 34.97%, with an average per year growth rate of +0.63%. As a region, we have set a goal of reaching 44% educational attainment by 2025 as part of the region's 21st Century Talent Region designation.

Sustained career coaching, mentorship, industry-informed skills training, internships, apprenticeships, and purposeful exposure to the Uplands as a magnet for quality of place are just some of the intentional programming to keep talent here.



Anchor Program – Regionally Coordinated Career Coaching and Mentorship

Across the Uplands region, significant progress has been made in aligning K-12 and postsecondary programming to meet the needs of regional employers. As our processes for alignment mature, however, there is a need to establish a coordinated effort to align priorities, professionalize practices, and measure success. The Regionally Coordinated Career Coaching and Mentorship program is a region-wide approach facilitated and supported by ROI to align the region's coaching infrastructure and provide resources to expand impact. This program will build upon existing successful career coaching models to create a coordinated system that links schools, postsecondary programs, and employers. High school and postsecondary students and adult learners will benefit from an access point to resources, placement into jobs, accountability and support in pursuing relevant career paths. Mentorship will be incorporated and can continue for one to two years after the completion of high school graduation, a high school equivalency program, certificate, or key industry-recognized credential.

Anchor Program – Ivy Tech Apprenticeship Expansion for Aligned Sectors

The Ivy Tech Apprenticeship program will benefit the region by connecting current Ivy Tech students to regional employers.

The goal is to facilitate a more robust workforce pipeline, more timely and responsive talent training, and strong connections to employment opportunities so that students stay and work in the region. Building on the success of current/existing programs, funds will be used to partner with industry sectors to create additional apprenticeship programs that will connect students to open positions. New apprenticeship programs will be built based on priority sectors, including Advanced Manufacturing, IT, Industrial Technology, and others. The goal is to create new paths in cybersecurity, general IT, industrial technician, and industry 4.0. This apprenticeship expansion program emulates the success of Ivy Tech's Biomanufacturing Apprenticeship training, which will continue to be a part of Ivy Tech's overall apprenticeship programming.



Supporting Program – Code School

Code School is a 10-week cohort-based program focused on quickly getting people into jobs in the digital economy and is tailored to individuals seeking to develop new skills or become proficient in a variety of in-demand technologies associated with IT Administration. The Mill and Ivy Tech will partner to run three cohorts per year, which will upskill 75 participants annually. Ivy Tech will support participants through career readiness programming, and The Mill will provide professional development and job placement. Job placement support is a key differentiator from other traditional skills and career accelerated programs. The program also focuses on upskilling those who are under/unemployed or underrepresented in tech-related careers (such as women, people of color, and LGBTQ+). Job seekers will earn LinkedIn certifications, Upskilling

certification, and industry-recognized CompTIA Network+ certification to advance their careers while simultaneously working on the tactics needed to secure a new job.

Supporting Program – Life Sciences Six Sigma Training

Six Sigma training for the life sciences sector will focus on growing technical talent in Six Sigma training and coaching to achieve a 2A level technical skills designation as a Black Belt and providing a deep dive into the technical aspects of data and data analysis. The program combines individual coaching, self-reflection, and measurable evidence of improvement. Participants will earn a Lean Competency certificate upon successful completion and engage engineers and project leaders who want to deliver system-level improvement. The course provides the essential people and process skills to enable sustainable system transformation.

Supporting Program – Ivy Tech Skills Academy

This program answers the need for small-scale skills-focused training that helps a company grow its workforce. The sequencing of training will be prioritized based upon information from employers and labor market demand. For the actual training, classes will be organized in a format that allows multiple companies to send employees to the same training session, creating a collaborative talent ecosystem for the Uplands. Example training programs include CompTIA certifications and manufacturing-specific programs (GD&T, Lean, ISO, GMP, OSHA, SACA). This program aligns with Ivy Tech's new Industry 4.0 degree called Smart Manufacturing and Digital Integration.

Supporting Program – Supply & Logistics Pathway in Defense

The region will need to fill 100 Supply and Logistics positions in the next five years, and this new program is being constructed as stackable credentials to include a 24-credit hour certificate that leads to a 60-credit hour associate's degree in applied sciences with full application to a standard bachelor's degree. The proposed pilot cohort would include military veterans and build upon a partnership with INvets. All Uplands counties will be served in this program, and one goal will be to attract military veterans to the region. This program is a collaborative effort led by NSWC Crane and is in partnership with commercial defense contractors and Ivy

Tech. This is a unique opportunity to establish the Uplands as a hub for product support education, which does not exist currently in the country.

Supporting Program – UpSkill Work & Learn

Regional Opportunity Initiatives' UpSkill Work and Learn Initiative offers a viable solution for developing and retaining regional talent. Informed by the modern youth apprenticeship model, this program focuses on concrete skills attainment during high school, transferable credits, practical employment experience, and industry-recognized credentials. Students who apply and are selected to participate in UpSkill will have a range of options available to them upon graduation. This includes direct employment and postsecondary studies. Students apply during their sophomore year in high school and interview with employers before being selected as employees for 2-3 years while also going to high school and completing postsecondary dual credit.

Supporting Program – Regional Trades Center

This project would establish a physical asset in Crawford County that will provide services and training to job seekers and high school graduates. Students will have the opportunity to train in the trades and other jobs requiring postsecondary certifications and credentials. Travel time in this rural area is a barrier, and having a Regional Trades Center in Crawford County would alleviate the need to travel long distances. There is potential also to provide short-term housing for adult learners that are enrolled in training programs.



TALENT: ATTRACTION, RETENTION, & DEVELOPMENT

	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
ANCHOR						
Regional Talent Attraction Marketing Strategy	\$500,000				\$655,000	\$1,155,000
Find Your Opportunity in the Uplands	\$1,355,000				\$1,838,000	\$3,193,000
Grow Here IN the Uplands	\$1,460,000		\$500,000		\$2,205,000	\$4,165,000
Regionally Coordinated Career Coaching and Mentorship	\$250,000		\$1,573,913		\$350,000	\$2,173,913
Ivy Tech Apprenticeship Expansion for Aligned Sectors			\$1,952,000		\$366,000	\$2,318,000
SUPPORTING						
Bloomington Remote	\$294,000		\$30,000	\$25,000	\$476,500	\$825,500
Code School	\$34,500	\$10,000			\$652,500	\$697,000
Life Sciences Six Sigma Training	\$1,358,896				\$339,724	\$1,698,620
Ivy Tech Skills Academy			\$689,000		\$85,000	\$774,000
Supply & Logistics Pathway in Defense			\$514,872		\$1,379,744	\$1,894,616
UpSkill Work & Learn	\$685,000				\$366,000	\$1,051,000
Regional Trades Center	\$750,000				\$750,000	\$1,500,000
	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
Total	\$6,687,396	\$10,000	\$5,259,785	\$25,000	\$9,463,468	\$21,445,649
	31.2%	0%	24.5%	0.1%	44.1%	100%



STRATEGY 3: INVEST IN KEY QUALITY OF LIFE INITIATIVES

For years, regions measured their success in purely economic terms—jobs created, rising incomes and wages, the number of corporate headquarters, or the concentration of high-tech industries. While these measures certainly matter and are indicative of the economic vitality of a region, recently, other measures have entered the picture. Place-making efforts in regions across the nation and the world have emphasized the importance of a robust quality of life.

Quality of place indicators can paint a unique picture of a particular region. Both potential employers and employees must factor in the industrial strengths and research assets of a region and elements such as recreation, cultural arts, education, housing, crime, environment, and climate. The Indiana Uplands is rich in outdoor recreation opportunities and boasts a beautiful natural landscape. The region has made strategic investments in its historical facilities and has a thriving cultural arts scene.

Despite these advantages, the region suffers from a deficit in the kinds of amenities needed to attract and retain talent. Over the last few years, the Uplands have been deliberately pursuing place-based strategies to address quality of place and workforce attraction through local and regional efforts. Every Uplands county has a Quality of Place and Workforce Attraction Plan and access to housing data to support purposeful housing development. A regional digital inclusion plan will also soon be completed. These are but a few examples of how this region is focusing on quality of place as an essential determinant of regional success. If this region is to meet its aggressive population growth goals, quality of place must be of primary importance.

Housing

Recognizing that housing is a significant challenge across all 11 counties in the Indiana Uplands, ROI commissioned RDG, a comprehensive planning and design consultant specializing in housing, to complete a regional and county-by-county analysis of housing in the Uplands. The 2019 Indiana Uplands Housing Study provides quantifiable targets for housing development in the region by income, type, and location. Overall, the study determined

that the Uplands needs 14,000 units before 2030 to meet current and future demand.

Uplands residents do not believe that there is an adequate supply of housing at all price points for every household demographic. What is available is out of reach for many people. Market data available from the Indiana Association of REALTORS shows that all Uplands counties have experienced double-digit housing price increases over the last year. Listening sessions conducted in each county confirmed this data and also provided insights into the innovative work being done to ameliorate this situation. As a result of the housing study and follow-on work, several key recommendations have surfaced regarding how to tackle the housing shortage faced by the region, as outlined in the projects below.

Anchor Project – Infrastructure Revolving Loan Fund

The development of a revolving loan fund will assist communities in making necessary infrastructure improvements for future projects to increase housing inventory for new residents. This funding will be used when other funding is either not available or not project appropriate.

Deteriorated, inadequate, or non-existing infrastructure, particularly sewer, is a barrier to development of both housing and commercial properties in the Uplands. The asset that makes the Uplands a draw to outdoor enthusiasts becomes a barrier for housing, as steep slopes and the prevalence of rock make it challenging to achieve the necessary densities to support infrastructure costs.



Many communities cannot afford the rate increases necessary to expand infrastructure, even as they struggle with the need for additional housing units. Some communities need to increase capacity in sewer mains or treatment plants to increase both housing and commercial activity. Septic systems are not always the answer as they require considerably more property per unit, which raises the cost of houses and limits the number of units that can be constructed per acre.

While the region is pursuing numerous housing projects, the need for infrastructure expansion or improvement will prevent many of these projects from occurring. While infrastructure funding is available through federal and state agencies, many of those programs are for specific activities and are competitive. The need for housing units is urgent and will only increase as the strategies within this plan are implemented to attract new residents. This revolving loan fund will help with the immediate need while also looking towards the future.

As noted in the project description in the appendices, the Uplands plans to create an advisory group with representatives from USDA, OCRA, IDEM, IFA, and Radius Indiana. This group will review potential infrastructure projects and advise on the most applicable funding source while assisting the community through the process.

Anchor Project – Hospital Site Redevelopment

The Hospital Site Redevelopment is a once-in-a-generation opportunity to redevelop the 24-acre IU Health Bloomington Hospital site located on the southwest side of downtown Bloomington.



Ultimately, this site will include 833 housing units that are a mix of affordable, workforce, and market-rate units with multi-family, townhome, and single-family structures. This project will also include retail and greenway space. The site is adjacent to the B-Line Trail and within walking distance of both downtown Bloomington and a major employment center. This project will address the need for different housing types at all price points in an area that will be attractive to the talent the region is working to attract.

Anchor Project – Washington Market Rate Apartments



As the Uplands works to grow activity around NSA Crane and WestGate@Crane, the need for apartment units will increase beyond what has been outlined in the Uplands Housing Study. The Washington Market Rate Apartments project will develop 144 units of one-, two-, and three-bedroom rental units in close proximity to the I-69 interchange in Washington, Indiana. This location is within short driving distance of both NSA Crane and WestGate@Crane, as well as other Uplands employment areas.

Anchor Project – 25 Houses by ‘25

This project will rehabilitate/reconstruct single-family homes in the \$90,000 - \$125,000 price range using students from Paoli High School’s Building & Trades class. The class will work collaboratively with the IU Center for Rural Engagement Placemaking Studio for architectural design and project management services. Comps will be needed to assist developers with property valuations/assessments. A project like this also provides students with experience in the building trades, a profession in high demand.

Supporting Project – Cook Group Texas Pike Workforce Housing

Cook Group will develop 90 three-bedroom single-family workforce housing units within the \$150,000-\$180,000 price range. This project needs sewer infrastructure assistance.

Supporting Project – Cook Group Abbeydell Road Workforce Housing



Cook Group will develop 75 single-family housing units in five phases, with the first three phases designed as workforce housing. This project needs sewer infrastructure assistance.

Supporting Project – Helsel Commerce Park Housing

The Washington Economic Growth Partnership will provide 20 acres of property in its existing 130-acre mixed-use park to develop “move up” housing with the intent to free up starter homes for younger households. This project needs sewer infrastructure assistance.

Supporting Project – Clay Street Towns

This is a development of 16 two-bedroom townhomes on Spencer, Indiana’s south side. These units will be either for sale or lease. This project will provide a missing housing type in Owen County, home to both Cook Urological and Boston Scientific, two major life sciences employers.

Supporting Project – Indiana Furniture Lofts

This project will adapt a historic structure into 146 loft-style apartment units with 3,000 sq. ft. of maker space. This project is a housing style attractive to young professionals and will be located in Jasper, Indiana, near a number of Uplands employers.

PLACE: HOUSING						
	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
ANCHOR						
Infrastructure Revolving Loan Fund					\$5,000,000	\$5,000,000
Hospital Site Redevelopment	\$35,789,639	\$35,800,000			\$1,500,000	\$73,089,639
Washington Market Rate Apartments	\$13,875,000	\$350,000			\$350,000	\$14,575,000
25 Houses by 25	\$149,500	\$160,000	\$345,000	\$2,500	\$1,048,500	\$1,705,500
Total	\$49,814,139	\$36,310,000	\$345,000	\$2,500	\$7,898,500	\$94,370,139
	52.8%	38.5%	0.4%	0.0%	8.4%	100.0%
SUPPORTING						
Cook Group Texas Pike Workforce Housing	\$17,355,000				\$1,312,000	\$18,667,000
Cook Group Abbeydell Road Workforce Housing	\$12,400,000		\$1,000,000		\$2,100,000	\$15,500,000
Helsel Commerce Park Housing	\$330,000	\$110,000			\$110,000	\$550,000
Clay Street Towns	\$457,038				\$1,815,2040	\$2,272,242
Indiana Furniture Lofts	\$19,800,000	\$6,600,000			\$6,599,998	\$32,999,998
Total	\$50,342,038	\$6,710,000	\$1,000,000	\$0	\$11,937,202	\$69,989,240
	71.9%	9.6%	1.4%	0.0%	17.1%	100.0%
	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
Anchor Projects Total	\$49,814,139	\$36,310,000	\$345,000	\$2,500	\$7,898,500	\$94,370,139
Supporting Projects Total	\$50,342,038	\$6,710,000	\$1,000,000	\$0	\$11,937,202	\$69,989,240
Total	\$100,156,177	\$43,020,000	\$1,345,000	\$2,500	\$19,835,702	\$164,359,379
	60.9%	26.2%	0.8%	0.0%	12.1%	100.0%



Digital Inclusion

COVID-19 accelerated the need for digital transformation throughout rural America, including the Indiana Uplands. Approximately 18% of the Indiana Uplands does not have access to advertised 100/20 Mbps service, let alone the State's aspirational goal of serving 100/100 Mbps. Digital inclusion is more than just access, although access is a barrier in the Uplands region. It also includes access to devices and digital literacy. The following proposals maximize broadband funding available from federal and state sources by providing stop-gap measures where necessary and needed support systems.

Uplands providers have stepped up to provide needed access to Uplands residents, investing millions of dollars into fiber expansion. Several of these providers have submitted Letters of Intent to seek funding from the Office of Community and Rural Affairs' Next Level Connections program, including Jackson County REMC, Orange County REMC, RTC Communications, Smithville Fiber, and SCI REMC.

A goal of the Indiana Uplands is for eighty-five percent (85%) of Uplands residents to have access to 100/100 Mbps service by 2030. According to data provided by the Purdue Center for Regional Development (PCRD) using FCC data, only 38.5% of Uplands housing units currently have access to 100/100 which is below the state rate of 41.2%. Recognizing that this is an aspirational goal, the region feels confident that Uplands providers will work diligently to help achieve this goal.

Anchor Project – Make Ready Broadband

This program is dependent upon collaboration with Rural Electric Cooperatives to assist in the cost of "making ready" the electric utility poles to allow for quicker fiber installation. The process of replacing or reworking utility poles can significantly delay a project's completion. A program like this would help fiber providers expand the Uplands' broadband footprint quicker and more efficiently.

Anchor Project – Fixed Wireless Solution

As noted previously, the topography that makes the Uplands attractive for recreational activities presents challenges in other ways. The beautiful rolling hills and tree cover creates issues for broadband access that is not fiber. But in rural areas, low density of housing units makes installation of fiber very expensive, disincentivizing providers who need a return on their investment. It may be years before the "last mile" of certain areas would be served. This pilot project will install a tower for wireless access for a "last mile" in Owensburg, Indiana, located in scenic Greene County. If this project successfully provides high-speed internet to the approximately 30 homes in that area, it could be replicated in other areas allowing very rural areas to still have access while waiting for fiber installation.

Supporting Project – Regional Digital Helpline

COVID-19 confirmed the need for technical support for Uplands households. As work, school, and medical appointments moved to a virtual medium, residents unfamiliar with technology needed assistance in accessing and utilizing the internet. The helpline will provide Tier 1 tech support to residents of the Indiana Uplands through a phone line sponsored by Ivy Tech Community College and staffed by its IT students. This program will provide residents with the needed support and IT students with real-life technical assistance experience.

Supporting Project – Digital Equity Navigator



The Navigator will guide/facilitate the connection of residents and organizations to broadband by providing information on subsidy programs and assisting with applications, providing training on internet use, and address other gaps and needs as

identified by the Uplands Regional Digital Inclusion Plan and the City of Bloomington's Digital Equity Strategic Plan.

PLACE: DIGITAL INCLUSION

	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
ANCHOR						
"Make Ready" Broadband					\$3,000,000	\$3,000,000
Fixed Wireless Solution	\$10,000				\$171,400	\$181,400
Total	\$10,000	\$0	\$0	\$0	\$3,171,400	\$3,181,400
	0.3%	0.0%	0.0%	0.0%	99.7%	100.0%
SUPPORTING						
Regional Digital Helpline			\$155,000		\$434,400	\$589,400
Digital Equity Navigator		\$20,000			\$150,000	\$170,000
*Jackson County REMC	\$28,860,081					\$28,860,081
*Orange County REMC	\$71,000,000					\$71,000,000
*Smithville	\$11,800,000					\$11,800,000
*SCI REMC	\$25,179,000					\$25,179,000
Total	\$136,839,081	\$20,000	\$155,000	\$0	\$584,400	\$137,598,481
	99.4%	0.0%	0.1%	0.0%	0.4%	100.0%
<i>*More information on these service providers' fiber expansion investments can be found on page 57.</i>						
	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
Anchor Projects Total	\$10,000	\$0	\$0	\$0	\$3,171,400	\$3,181,400
Supporting Projects Total	\$136,839,081	\$20,000	\$155,000	\$0	\$584,400	\$137,598,481
Total	\$136,849,081	\$20,000	\$155,000	\$0	\$3,755,800	\$140,779,881
	97.2%	0.0%	0.1%	0.0%	2.7%	100.0%

Small Business

Small towns and rural areas can benefit from fostering a vibrant small business and entrepreneurship ecosystem. A recent research series by Brookings (“Building resilient rural places”) identified that small businesses have been found to generate wealth that stays in the community, builds local leadership, and even contributes to population health. For decades, towns have engaged in downtown revitalization strategies as a tool for nurturing rural small business development and economic growth. Main Street programs and small business support efforts have championed place-based revitalization strategies to leverage the density and proximity of rural commercial corridors to cultivate vibrant “hubs” that foster locally owned businesses, create employment centers for residents, and contribute to a quality of place identity that retains residents while attracting new ones.

The Uplands already has several tools at its discretion to support rural entrepreneurial endeavors throughout the region, including the Small Business Administration’s Small Business Development Center hosted by Ivy Tech Community College – Bloomington and the USDA’s Cooperative Extension Services delivered through Purdue University. In addition, the IU Center for Rural Engagement is hosting two new programs to foster innovation. The Design Facility will work with undergraduate students at the School of Informatics, Computing and Engineering and the School of Art, Architecture, and Design to design devices, software, and applications that lead to the development of marketable products and new businesses that solve design and engineering problems in the region. The Innovation Facility, still in the development stage, will work to launch early-stage, student-developed businesses that will tap into the entrepreneurial talent found at Indiana University in support of regional economic development and the goal of adding new businesses.

Anchor Project – Recast Cities

This is an existing program administered by Radius Indiana in its 8-county region. The request includes expanding this program to all 11 Uplands counties. Recast Cities encourages local leaders to identify businesses that are ready to expand into their own storefront space in their community’s downtown. This program can partner with the Downtown Enhancement/Main Street Program

(see Community and Downtown Redevelopment) to create inviting places for businesses to locate.

Anchor Project – CDFI Friendly Bloomington

CDFI Friendly Bloomington will work to attract regional and national CDFI funding to address entrepreneurship and affordable housing across the region. This is an existing program that will be expanded to all counties in the Uplands region.

Anchor Project – Hard Truth Hills Expansion

Hard Truth Hills is a popular destination craft distillery located in Brown County, Indiana. Hard Truth is the largest craft distillery that also operates a full-service restaurant, with tours and a tasting center in Indiana. This project will develop four separate buildings; a two-bedroom tourist cabin on the Hard Truth property, a 20,000-barrel rack house, a storage warehouse, and a high-speed bottling facility. The company’s goal is to make Hard Truth a national brand, bringing visitors from all over to the Uplands region and expanding distribution to more than its current 10-state footprint.

Supporting Project – INTAP 2.0

The Indiana Technical Assistance Program (INTAP) is a small business development initiative of the Indiana Small Business Development Center (ISBDC) and is hosted locally at the Bloomington Ivy Tech Campus through the South Central ISBDC. INTAP currently assists small businesses across the Uplands region to undertake projects that require specialized assistance by providing funding to work with a vendor that offers technical and professional services. INTAP 2.0 will build upon the success seen in the INTAP project by providing greater access to funding, more coordinated intake and support through the South Central ISBDC, and further engagement with regional partners, such as The Mill and ROI.



PLACE: SMALL BUSINESS

	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
ANCHOR						
ReCast Cities	\$105,000	\$60,000	\$10,000		\$75,000	\$250,000
CDFI Friendly Bloomington	\$530,000		\$125,000		\$450,000	\$1,105,000
Hard Truth Hills Expansion	\$5,440,000				\$1,360,000	\$6,800,000
Total	\$6,075,000	\$60,000	\$135,000	\$0	\$1,885,000	\$8,155,000
	74.5%	0.7%	1.7%	0.0%	23.1%	100.0%
SUPPORTING						
INTAP 2.0	\$50,000				\$252,650	\$302,650
Total	\$50,000	\$0	\$0	\$0	\$252,650	\$302,650
	16.5%	0.0%	0.0%	0.0%	83.5%	100.0%
	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
Anchor Projects Total	\$6,075,000	\$60,000	\$135,000	\$0	\$1,885,000	\$8,155,000
Supporting Projects Total	\$50,000	\$0	\$0	\$0	\$252,650	\$302,650
Total	\$6,125,000	\$60,000	\$135,000	\$0	\$2,137,650	\$8,457,650
	72.4%	0.7%	1.6%	0.0%	25.3%	100.0%

Tourism

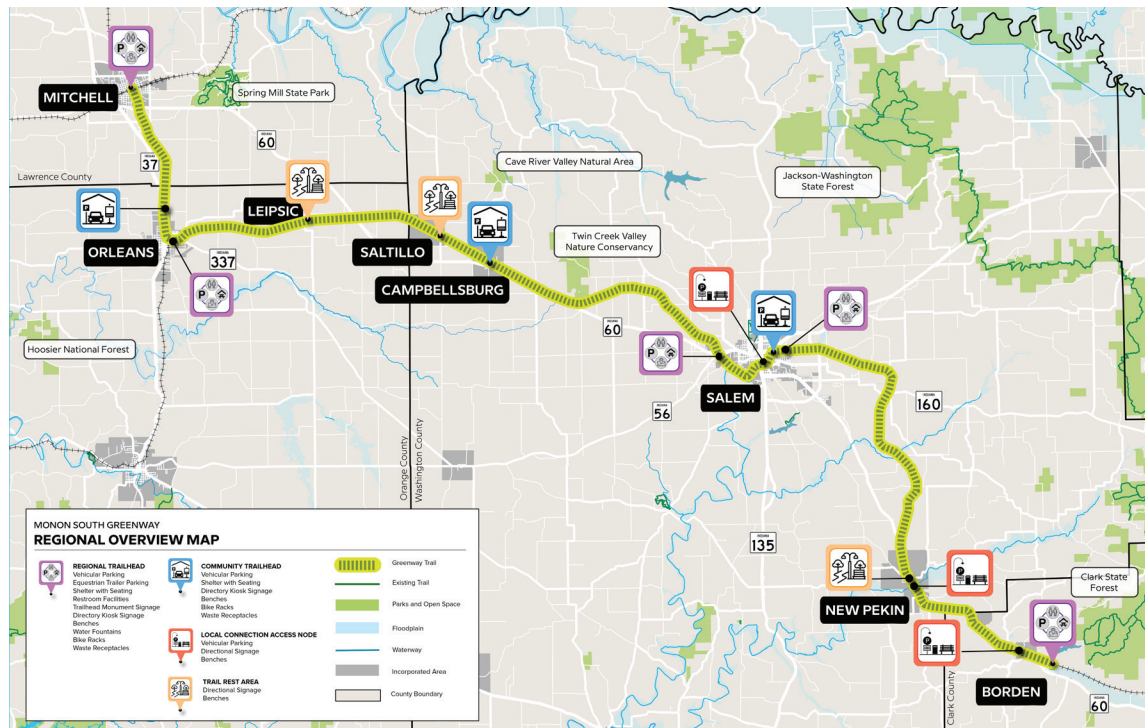
Tourism plays a significant role in the Indiana Uplands, where it is uniquely positioned as both an economic driver and a defining characteristic of the region. The tourism cluster drives economic activity that employs many residents while also attracting visitors and future dwellers. Tourism here also defines the region, enhancing the quality of life for current residents. The hospitality and tourism cluster includes hotels, tourism infrastructure, and visitor attractions. Some key employers in the region are the French Lick Springs Resort & Casino, Jasper Inn & Convention Center, and the Brown County Art Colony. COVID-19 hit the tourism sector hard, resulting in more job losses than the overall U.S. industry. The industry has bounced back, but the region wishes to continue investing in its tourism assets to illustrate the beauty and charm that characterizes the Uplands to the rest of the state and country. The following proposals are significant efforts that will make a meaningful impact on increasing tourism in the region.

Anchor Project – South Monon Trail

The current owner of the 68-mile corridor where the South Monon Trail is being proposed is CSX Transportation, a Class I freight railroad that operates in the eastern United States and Canada. In order to acquire the entire rail line to build the trail, the seller is requesting \$5.5 million. Acquisition costs will be split between Radius Indiana, Indiana Uplands, One Southern Indiana, and the State of Indiana (DNR).

Upon completion, the trail will extend from the Ohio River Greenway (Jeffersonville, Clarksville, and Louisville, KY) to Lawrence County, Indiana, in total connecting five Indiana counties (Lawrence, Orange, Washington, Clark, and Floyd) and eight cities and towns (Mitchell, Saltillo, Campbellsburg, Salem, New Pekin, Borden, Orleans, and New Albany). Through collaboration with regional partners, the South Monon Trail will become a reality, fulfilling a priority that came out of the Indiana Bicentennial Visioning project to “link urban and rural areas” by extending and connecting trails as a strategy to retain and grow population in the state.

As soon as all funds are earmarked to complete the trail, it will need resurfacing and repairs in areas previously constructed. A newly incorporated nonprofit entity, Southern Indiana Trailways,



Inc., has been established by Radius Indiana to serve as the owner of the South Monon Trail and will work with local and state governments, volunteer groups, and outside parties to design the trail and establish standards for signage and upkeep, as well as serve as the funding source for ongoing maintenance of the trail. Local governments will act in partnership with Southern Indiana Trailways to be responsible for funding the maintenance of The South Monon Trail.

Anchor Project – Tourism Marketing and Branding Campaign

A tourism marketing and branding campaign is a necessary complement to Uplands talent attraction and retention efforts. Successfully marketing all of the tourism assets the Uplands holds, of which many may be unaware of, is vital to how people perceive the livability and quality of life of the area. If there are adventurous and fun things to do, then people, especially young people with families, are much more likely to visit and/or relocate here.

The Uplands has many tourist attractions to offer, but there is not one cohesive marketing vehicle to the public. This proposal is a

three-year campaign to do just that-- market the Uplands tourism brand, in coordination with existing campaigns like Discover Southern Indiana, to attract people to the region to take advantage of the tourism assets that make it unique within the state.

Supporting Project – Jasper Tourism Center

Project to construct a new building in a highly-trafficked part of Jasper, Indiana, to house Visit Dubois County, a nonprofit focused on tourism in the area. It will be called the Jasper Tourism Center, a convenient location for travelers to enjoy in-person assistance, informing them of attraction opportunities in the area, not just Dubois County.

Supporting Project – Avoca Park

Renovation of an old colonial-style home (Hamer House) built in 1824 and located in Avoca Park in Lawrence County. The ADA-compliant renovated space would be able to host many events, including reunions, weddings, meetings, etc. This project has a very successful and committed volunteer group that will do much of the renovations and maintenance.

PLACE: TOURISM

	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
ANCHOR						
Monon South Trail	\$1,250,000	\$793,790	\$14,260,632		\$3,042,251	\$19,346,673
Tourism Marketing and Branding	\$1,825,000	\$331,000	\$990,000		\$990,000	\$4,136,000
Total	\$3,075,000	\$1,124,790	\$15,250,632	\$0	\$4,032,251	\$23,482,673
	13.1%	4.8%	64.9%	0.0%	17.2%	100.0%
SUPPORTING						
Jasper Tourism Center	\$37,000				\$63,000	\$100,000
Avoca Park	\$89,252	\$40,000	\$15,000		\$10,000	\$154,252
Total	\$126,252	\$40,000	\$15,000	\$0	\$73,000	\$254,252
	49.7%	15.7%	5.9%	0.0%	28.7%	100.0%
	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
Anchor Projects Total	\$3,075,000	\$1,124,790	\$15,250,632	\$0	\$4,032,251	\$23,482,673
Supporting Projects Total	\$126,252	\$40,000	\$15,000	\$0	\$73,000	\$254,252
Total	\$3,201,252	\$1,164,790	\$15,265,632	\$0	\$4,105,251	\$23,736,925
	13.5%	4.9%	64.3%	0.0%	17.3%	100.0%

Community and Downtown Redevelopment

Uplands cities and towns are the cornerstones of this proposal. Vibrant downtowns are necessary to attract new residents and talent to the region. According to “Why Main Streets are a key driver of equitable economic recovery in rural America” by the Brookings Institute, there are four key outcomes for community well-being:

1. Nurturing an economic ecosystem that is regionally connected, innovative, and rooted in the assets of its local residents and businesses.
2. Supporting a built environment that is accessible, flexible, and advances community health and resiliency.
3. Fostering a vibrant, cohesive social environment that is reflective of community history and identity.
4. Encouraging civic structures that are locally organized, inclusive, and support network building.

The programs and projects outlined below will empower Uplands communities to plan for, develop, and implement projects that are in high demand and provide the basis for vibrant, attractive communities.

As noted previously, development of housing and housing types are critical components of attracting new residents to the Uplands. But many Uplands communities need to address blighted properties and work to revitalize areas in desperate need of repair. Furthermore, creating vibrant downtowns will contribute to a healthy business and entrepreneurial ecosystem.

Anchor Project – Regional Land Bank

A Regional Land Bank will enable communities to address blighted properties and structures, turning them into attractive assets for their community. This includes rehabilitating or reconstructing housing units in areas where infrastructure already exists. Administering this project regionally will allow counties to use this service, enjoying shared administration and expertise. Southern Indiana Development Corporation (SIDC) will administer this program and work in 10 of the 11 Uplands counties, plus four bordering counties, Knox, Perry, Pike, and Spencer.

Anchor Project – Downtown Enhancement/Main Street

Creating vibrant downtowns to welcome both new residents and businesses is important to creating a healthy, sustainable Uplands region. The Downtown Enhancement/Main Street program will assist Uplands communities in taking advantage of resources available through the Office of Community & Rural Affairs (OCRA). It will help communities create or designate a Main Street organization and utilize the resources available through Indiana Main Street to benefit their communities. In addition to taking advantage of these resources, the program will make participating communities eligible for future PreservINg Indiana funding. OCRA recently announced this pilot program that may be recapitalized for 2023. PreservINg Indiana provides up to \$2 million to transform façades and other building improvements in historic, rural downtowns.

Anchor Project – Ready Communities 2.0

The Ready Communities competitive grant program empowers counties and communities to strategically plan for, develop, and implement projects and programs that are in high demand. Each Uplands County completed a Quality of Life and Workforce Attraction Plan to strategically develop programs that build quality of place, grow regional capacity for workforce development and attraction, and improve its attributes and amenities. To date, ROI's Ready Communities initiative has awarded \$3 million in grants supporting a total of 17 projects in nine counties. The original funding has been deployed, but the entirety of the need has not been met.

Through the READI project submission process, many proposals were received that would meet the criteria for a Ready Communities grant. Projects submitted for grant funding under the 2.0 initiative may include community recreation centers, development of artists' space, arts and culture projects, community trails, recreation facilities, and child care programming. Project matches would be defined as each project is reviewed and approved. Guidelines for Ready Communities 1.0 required a 20% match, but projects that received funding exceeded this percentage by more than three times.

Anchor Project – IU Placemaking Studio

The Indiana University Placemaking Studio utilizes faculty expertise and students to provide architecture and project management services to communities throughout the Uplands. The Placemaking Studio gives Uplands communities access to world-renowned faculty from the Eskenazi School of Art, Architecture + Design. They are experts in design and project management and can serve as important resources to prepare Ready Communities applications. As part of this project, the Studio will launch a toolkit to guide regional development and help develop thematic placemaking programs to tie communities together and strengthen the region's overall quality of place identity.

Supporting Project – Brown County Land Bank

This Land Bank will address vacant/abandoned properties in Brown County. This will require the creation of the Brown County Community Investment Corporation to acquire, lease, hold, and/or sell properties for redevelopment.

Supporting Project – Small Developer Boot Camp

ROI will sponsor Incremental Development Alliance's Small Developer Boot Camp to help local individuals strengthen their communities through small-scale real estate projects. Boot Camp instructors are small-scale developers who teach the process to become a developer in your community.

Supporting Project – Hotel and Arts Conference/Recreation Center

Development of a hotel and recreation center at the I-69 exchange in Washington, Indiana.

Supporting Project – Shoals/Loogootee Downtown Historic Rehab

A program to provide assistance in the revitalization of downtown Shoals and Loogootee to create additional housing units and space for small businesses.

PLACE: COMMUNITY & DOWNTOWN DEVELOPMENT

	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
ANCHOR						
Regional Land Bank		\$2,893,610			\$4,108,330	\$7,001,940
Downtown Enhancement/Main Street					\$156,210	\$156,210
Ready Communities 2.0	\$1,000,000				\$5,000,000	\$6,000,000
IU Placemaking Studio	\$350,000		\$525,000		\$497,000	\$1,372,000
Total	\$1,350,000	\$2,893,610	\$525,000	\$0	\$9,761,540	\$14,530,150
	9.3%	19.9%	3.6%	0.0%	67.2%	100.0%
SUPPORTING						
Brown County Land Bank		\$943,000			\$943,000	\$1,886,000
Small Developer Boot Camp	\$30,000					\$30,000
Hotel and Arts Conference/Recreation Center	\$34,000,000	\$6,250,000			\$7,550,000	\$47,800,000
Shoals Loogootee Downtown Historic Rehab	\$100,000	\$220,000	\$200,000	\$80,000	\$250,000	\$850,000
Total	\$34,130,000	\$7,413,000	\$200,000	\$80,000	\$8,743,000	\$50,566,000
	67.5%	14.7%	0.4%	0.2%	17.3%	100.0%
	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
Anchor Projects Total	\$1,350,000	\$2,893,610	\$525,000	\$0	\$9,761,540	\$14,530,150
Supporting Projects Total	\$34,130,000	\$7,413,000	\$200,000	\$80,000	\$8,743,000	\$50,566,000
Total	\$35,480,000	\$10,306,610	\$725,000	\$80,000	\$18,504,540	\$65,096,150
	54.5%	15.8%	1.1%	0.1%	28.4%	100.0%



Health

The overall health of a region's citizens impacts economic growth in a number of ways. For example, a healthier workforce reduces production loss due to worker illness, and it increases the productivity of adult workers as a result of better nutrition, mental health, and substance misuse reduction. It lowers absenteeism rates and improves learning among school children. It is also about people having the ability to develop to their full potential at all stages of life. For these reasons, any regional economic development plan must also be focused on working to ensure the health of its citizens.

Anchor Project – A Coordinated Regional Initiative to Address Substance Use and Mental Health in the Indiana Uplands

Substance use contributes to higher absenteeism and reduced productivity that can be costly for employers. This project will develop a coordinated regional initiative to address substance use and mental health by creating a formalized regional consortium, providing streamlined and expert services across all 11 counties. Key regional strategies include 1) Community education to decrease stigma, increase knowledge of substance use disorders and mental illness, and promote wellness. 2) Delivery of substance use and mental health skills-based training for employers and health care providers. 3) Expanded implementation of case management and care coordination with advanced nurse practitioners, social workers, and peer recovery coaches. 4) Expanded availability of life skills training and housing for individuals seeking support and/or recovery from substance use or mental health.

Anchor Project – Building a Healthier Workforce: Pathways to Healthcare Jobs

IU Health will establish school-to-employment pathways that connect students and people in recovery to immediate jobs and long-term care in the healthcare sector. People who choose employment with IU Health will also be offered incentives to stay at IU Health and in the Uplands region.

Supporting Project – Uplands Healthy Moms & Babies

This project provides needed pre- and post-natal care options for mothers across the region in response to both poor maternal health outcomes and infant mortality rates in the Uplands. The Moms and Babies Initiative is targeted to fill gaps in the Nurse Family Partnership (NFP) as well as coordinate care for the expansion of NFP.



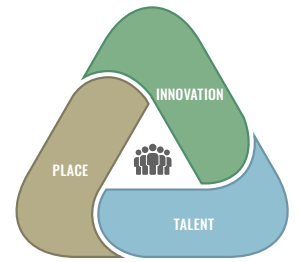
Supporting Project – Uplands Wholistic Care

A program to deploy trained nurses throughout the region, thereby increasing access to care, addressing social determinants of health, and increasing the level of allied healthcare by employing certified nurses and engaging with nursing students to attract them to rural employment.

PLACE: HEALTH

	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
ANCHOR						
Coordinated Regional Initiative to Address Substance Abuse and Mental Health	\$1,161,883		\$500,000		\$3,712,500	\$5,374,333
Building a Healthier Workforce	\$9,000,000				\$4,024,218	\$13,024,218
Total	\$10,161,833	\$0	\$500,000	\$0	\$7,736,718	\$18,398,551
	55.2%	0.0%	2.7%	0.0%	42.1%	100.0%
SUPPORTING						
Uplands Healthy Moms and Babies	\$739,000		\$7,611,352			\$8,350,352
Uplands Wholistic Care	\$20,000				\$325,010	\$345,010
Total	\$759,000	\$0	\$7,611,352	\$0	\$325,010	\$8,695,362
	8.7%	0.0%	87.5%	0.0%	3.7%	100.0%
	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
Anchor Projects Total	\$10,161,833	\$0	\$500,000	\$0	\$7,736,718	\$18,398,551
Supporting Projects Total	\$759,000	\$0	\$7,611,352	\$0	\$325,010	\$8,695,362
Total	\$10,920,833	\$0	\$8,111,352	\$0	\$8,061,728	\$27,093,913
	40.3%	0.0%	29.9%	0.0%	29.8%	100.0%

9. CONSOLIDATED BUDGET



1. INNOVATION & ENTREPRENEURSHIP

	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
All Anchor Projects	\$43,600,000	\$7,355,649	\$69,175,000	\$5,297,343	\$39,283,869	\$164,711,861
All Supporting Projects	\$521,608,578	\$3,850,000	\$76,927,066	\$315,000	\$9,957,386	\$612,658,030
TOTAL	\$565,208,578	\$11,205,649	\$146,102,066	\$5,612,343	\$49,241,255	\$777,369,891
	72.7%	1.4%	18.8%	0.7%	6.3%	100.0%

2. TALENT DEVELOPMENT, ATTRACTION & RETENTION

	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
All Anchor Projects	\$3,565,000	\$0	\$4,025,913	\$0	\$5,414,000	\$13,004,913
All Supporting Projects	\$3,122,396	\$10,000	\$1,233,872	\$25,000	\$4,049,468	\$8,440,736
TOTAL	\$6,687,396	\$10,000	\$5,259,785	\$25,000	\$9,463,468	\$21,445,649
	31.2%	0.0%	24.5%	0.1%	44.1%	100.0%

3. QUALITY OF PLACE

	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
All Anchor Projects	\$70,485,972	\$40,388,400	\$16,755,632	\$2,500	\$34,485,409	\$162,117,913
All Supporting Projects	\$222,246,371	\$14,183,000	\$8,981,352	\$80,000	\$21,915,262	\$267,405,985
TOTAL	\$292,732,343	\$54,571,400	\$25,736,984	\$82,500	\$56,400,671	\$429,523,898
	68.2%	12.7%	6.0%	0.0%	13.1%	100.0%

ALL INDIANA UPLANDS PROJECTS & PROGRAMS

	Private/Nonprofit	Local Government	State/Federal	Other	READI	Total
ALL ANCHOR PROJECTS	\$117,650,972	\$47,744,049	\$89,956,545	\$5,299,843	\$79,183,278	\$339,834,687
ALL SUPPORTING PROJECTS	\$746,977,345	\$18,043,000	\$87,142,290	\$420,000	\$35,922,116	\$888,504,751
TOTAL	\$864,628,317	\$65,787,049	\$177,098,835	\$5,719,843	\$115,105,394	\$1,228,339,438
	70.4%	5.4%	14.4%	0.5%	9.4%	100.0%



German heritage is celebrated every August at Jasper Strassenfest, one of Indiana's largest and oldest cultural festivals.

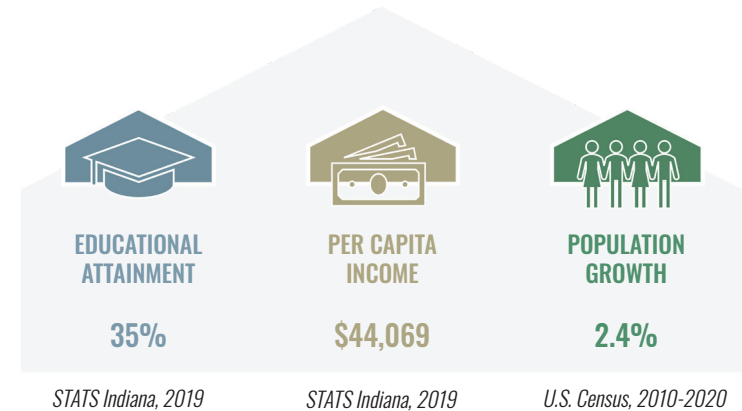
10. SUCCESS METRICS

The Uplands Region agreed upon several objectives as part of the process of attaining its Indiana 21st Century Talent Region designation in November 2019. One of those included the creation of a regional dashboard to track key success metrics related to population growth, educational attainment, and per capita income.


While ROI and other regional organizations have been maintaining internal data tracking in support of their missions, the regional dashboard has not been completed as we await complete U.S. Census data. We have been researching potential models for a virtual dashboarding tool and particularly like the approach taken by the Richard Fairbanks Foundation.

We will work with Resultant and the Indiana Business Research Center to design a regionally appropriate tool and establish baseline data for the dashboard and our benchmarking strategies. We anticipate full completion of the dashboard in the 3rd quarter of 2022 after the final Census data is released.

The Regional Steering Committee will convene at least twice per year to monitor progress and evaluate the implementation of the region's strategic plan as it relates to READI and other regional priorities. Monitoring progress towards our goals and objectives and against our benchmark regions will figure prominently in the ongoing work of the steering committee, supported by ROI.



TALENT GROWTH	• Educational Attainment	ECONOMIC GROWTH	• Per Capita Income	POPULATION GROWTH	• Total Population
	• Certificates & Credentials		• Employment Growth, Total & Sector		• Net Migration
	• Associate Degrees		• GDP Growth		• Births and Deaths
	• Bachelor Degrees		• Growth in DoD Capture		• Population by Age
	• Graduate & Professional Degrees		• Average Wages		• Diversity
	• K-12 School Enrollment		• Start Ups, Capital Data Tracking		• Percent Foreign Born
	• Ratio of Working Age to 65 and Older		• SBIR/STTR Activity		• Micropolitan Growth
			• Patents, Pending and Issued		
			• Regional Investment		
			• Minority/Women Owned Businesses		
			• New Housing Starts		
			• Digital Inclusion		
			• Community Health		

A low-angle, upward-looking photograph of the interior of the West Baden Springs Hotel. The image captures the vastness of the free span dome, which is supported by a complex network of white steel trusses. Large, multi-paned skylights allow natural light to flood the space. The walls are lined with tall, white columns and numerous windows, some featuring small balconies. In the foreground, a large, light-colored stone statue of a seated figure is partially visible. The overall atmosphere is one of grandeur and historical significance.

**When it was opened in 1902,
the West Baden Springs Hotel
featured the world's largest
free span dome and was often
billed as "The Eighth Wonder
of the World."**

11. INVESTMENT CRITERIA

With guidance from IEDC, funding available through READI would be deployed across the region through a process approved by the Uplands READI Steering Committee and administered by Regional Opportunity Initiatives in collaboration with Radius Indiana. It is anticipated that an evaluation team would be formed to provide both expertise and regional context in the ongoing process of distributing funds to achieve the greatest return from READI.

While the particulars of that process will depend upon the funding parameters that accompany a READI allocation, a combination of capacity and impact criteria would form a framework for allocating available funding to accelerate economic outcomes across the region.

CAPACITY CRITERIA:

- Alignment with READI funding parameters
- Execution within the READI timeline
- Ability to secure financial and match requirements
- Capacity to complete project or deliver program
- Community support for project or program

IMPACT CRITERIA:

- Alignment with regional goals – Project or program will directly or indirectly advance the goals set forth for the region.
- Sustainability – Project or Program has a reasonable probability of being sustainable beyond the utilization of the READI grant. Weighting may be impacted by the type of project or program being considered.
- Population growth – Project or program has a direct linkage (or a very strong indirect linkage) to growing population (or mitigating population shrinkage) within the region.
- Program or Project impact – The degree to which a project or program creates impact, especially on the specific purpose or intended population.
- Return on investment – For projects and programs for which a level of return can be estimated, ROI will be an important evaluative criterion. A qualitative ROI analysis may be used for projects or programs for which a traditional ROI calculation is not applicable.
- Allocation factors – Consideration will ensure that counties across the region benefit both regionally and locally from funding to accelerate economic outcomes.

12. STRUCTURAL CHANGES

The Indiana Uplands is fortunate to have many existing regional organizations focused on addressing economic and community development. Entities like ROI, Radius Indiana, the IU Center for Rural Engagement, the Indiana Innovation Institute, and others already have mission alignment, capacity, and expertise to work with entities across the region to deliver the types of projects and programs identified in the region's strategic plan.

For the purposes of READI, ROI will serve as the administrative entity responsible for the implementation of the region's strategic plan and successful deployment of funding made available through READI. ROI will collaborate with Radius Indiana, an established regional economic development organization that serves eight of the region's 11 counties.

ROI is an existing 501(c)(3) established in 2015 to advance economic and community prosperity in the 11 counties of the Indiana Uplands through a focus on advanced industry sectors, regionalism, transformative school and workforce redesign, and placemaking strategies. ROI is governed by a 15-member board of directors representing private sector businesses, postsecondary organizations, and economic development entities. Seven members of the ROI board of directors also serve on the READI Steering Committee, which will continue to support the deployment of READI funds should they be available.

Significant structural changes would not be necessary for administering a READI program for the Uplands. However, many of the entities that played a role in the READI planning process will have an ongoing role moving forward, including:

1. The READI Steering Committee, which will be formalized by the ROI Board of Directors
2. Two pre-existing working groups: The Regional Housing Technical Assistance Committee and the Digital Inclusion Advisory Committee
3. Several working groups that were initiated for READI will become standing committees: Quality of Place and Transportation and Tourism
4. Industry Network Cluster Groups (NCGs) will be reconstituted

Several new entities will be developed to address specific gaps identified through the planning process and in support of regional goals and objectives:

1. A Regional Mayor's Council will reflect the active role mayors have been and will continue to play in READI strategy deployment
2. An Industry Workforce Attraction Working Group

Radius Indiana has already established two entities that will play an integral role in several READI priorities. First, a newly established 501(c)(3), Southern Indiana Trailways, Inc., will enable the acquisition and construction of the Monon South Trail. This nonprofit will work with regional communities to support ongoing maintenance and activation of the trail as a valuable place-based asset with the potential to support regional goals related to place, attraction, and health. Second, a new revolving loan fund for Re-cast Cities will provide capital for this strategy, detailed elsewhere in this report.

Finally, ROI and Radius are exploring the potential for a Population Summit as a vehicle for activating the entire region in advancing population growth. We know that population growth is the one goal that, ultimately, will be the greatest determinant of success for the Indiana Uplands.



THE INDIANA UPLANDS STORY

We are a culture of **tenacious contenders**, working together to increase economic and community viability across our region. Our talented workforce **shows up, gears up, and never gives up, leveraging regional resources to expand opportunities and maintain a competitive advantage in a global market.** In every challenge and ever-changing conditions, we react quickly, push through obstacles, and stay with the vision to thrive in every way possible.

In the Indiana Uplands, we build on the strengths of our past to positively change our future. We've worked long and hard to build **a region of formidable industry**, and it's this hard work that **propels us into a new age of innovation.** Our diverse natural landscape attracts and retains talent who instill and embed entrepreneurial thinking into our way of life—developing the novel strategies to respond to regional needs. We **capitalize on our many sectors, resources, and innovations** to the fullest potential to diversify our economy and **unleash opportunities** for current and future generations.

In all our hard work and enterprise, **we take care of each other.** We are the first to **step up and fill the needs of our neighbors; abundant in generosity and dedicated to doing what is right.** You can count on us; no one gets left behind in difficult times. Visit our beautiful land and big-hearted communities, and experience a hospitality that goes above and beyond to show you belong. Where people pledge compassionate support and unify assets to lift the quality of life for all.

This is the Indiana Uplands. Come here, work hard, and prosper.

APPENDIX I: WORKING GROUPS

Following the June 2021 READI listening sessions, Regional Opportunity Initiatives and Radius Indiana formed working groups of regionally relevant subject matter experts in the areas of talent attraction, talent development, innovation & entrepreneurship, transportation & tourism, quality of place, housing, digital inclusion, and health. These groups met multiple times to identify, assess, and explore regional projects and programs to enhance each of these areas.

TALENT ATTRACTION

NAME	AFFILIATION	UPLANDS COUNTIES
Ed Cole	Dubois Strong	Dubois
Amanda Craft	Radius Indiana	Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Orange, and Washington
Pat Donahue	Indiana University	Monroe
Pat East	The Mill	Monroe
Kristy Fallon	Catalent	Monroe
Jeana Finlinson	Cook Medical	Monroe
Shawna Girgis	IU Health	Lawrence, Monroe, and Orange
Gareth Jolly	Retired from General Motors	Lawrence
Jen Morgan	Baxter Pharmaceutical Solutions	Monroe
Kristal Painter	Orange County Economic Development	Orange
Dan Peterson	Cook Group	Monroe
Angela Russel	General Motors	Lawrence
Moriah Sowders	Boston Scientific	Owen
Joe Timbrook	Lawrence County Economic Growth Council	Lawrence
Betsy Trotzke	Regional Opportunity Initiatives	Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington
Bruce Wade	IU Health South Central Region	Lawrence, Monroe, and Orange
Melissa Ward	The Mill	Monroe

TALENT DEVELOPMENT

NAME	AFFILIATION	UPLANDS COUNTIES
Mike Beam	Indiana University	Monroe
Christian Blome	Vincennes University Jasper Campus	Dubois
Steve Bryant	Ivy Tech - Bloomington	Monroe
Chris Carroll	Ivy Tech - Bloomington	Monroe
Sarah Cote	Ivy Tech - Bloomington	Monroe
Kathy Goad	Linton-Stockton School Corporation	Greene
Adam Gross	Ivy Tech - Bloomington	Monroe
Bill Hochesang	Northeast Dubois School Corporation	Dubois
Chuck Johnson	Vincennes University	Dubois
Apryl Kidd	The Collaboration of Shoals, Mitchell, and Orleans Schools	Lawrence, Martin, and Orange
Rob King	South Central Region 8 Workforce Board, Inc.	Brown, Daviess, Greene, Lawrence, Martin, Monroe, Orange, and Owen
Cindy Kinnarney	German American Bank	Monroe
Michi McClaine	Regional Opportunity Initiatives	Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington
Joe Timbrook	Lawrence County Economic Growth Council	Lawrence
Jennie Vaughan	Ivy Tech - Bloomington	Monroe
Matt Weinzapfel	Jasper Engines	Dubois and Crawford
Christy Wrightsman	Brown County Schools	Brown

INNOVATION, SMALL BUSINESS, & ENTREPRENEURSHIP

NAME	AFFILIATION	UPLANDS COUNTIES
Tony Armstrong	Indiana University	Monroe
Alexa Barnes	WF Meyers	Lawrence
Steve Bryant	Ivy Tech - Bloomington	Monroe
Joe Carley	Indiana University	Monroe
Alex Crowley	City of Bloomington	Monroe
Jenna Dix	NSWC Crane	Martin
Pat East	The Mill	Monroe
Julie Griffith	Indiana Innovation Institute	Martin
Greg Jones	Southern Indiana Development Corporation	Daviess, Greene, Lawrence, and Martin
Jane Kupersmith	City of Bloomington	Monroe
Andy Lehman	The Mill	Monroe
Anne McCombe	MetroStar	Monroe
Jen Pearl	Bloomington Economic Development Corporation	Monroe
Jason Salstrom	Purdue Research Foundation	Daviess, Greene, and Martin
Shance Sizemore	Lawrence County Economic Growth Council	Lawrence
Keeley Stingel	Radius Indiana	Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Orange, and Washington
Debbie Turner	Lost River Market	Orange
Melissa Ward	The Mill	Monroe
Jason Whitney	IU Ventures	Monroe
Landon Young	Elevate Ventures	Monroe

TOURISM & TRANSPORTATION

NAME	AFFILIATION	UPLANDS COUNTIES
Steve Bartels	Patoka Lake Winery	Dubois
Jane Ellis	Brown County Convention and Visitors Bureau	Brown
Alvin Evans	Perry County Development Corporation	
Rusty Fowler	Indiana Department of Transportation	
Chris Gentry	Indiana Department of Transportation	
Bill Kaiser	Mid-States Corridor	Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange
Mike McAfee	Visit Bloomington	Monroe
Becky Packer	Indiana Department of Transportation	
Blaine Parker	Radius Indiana	Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Orange, and Washington
Dan Peterson	Cook Group Inc.	Monroe
Jeff Quyle	Radius Indiana	Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Orange, and Washington
Brandy Ream	Visit French Lick West Baden	Orange
Dean Vonderheide	City of Jasper	Dubois

QUALITY OF PLACE

NAME	AFFILIATION	UPLANDS COUNTIES
Lisa Abbott	Regional Opportunity Initiatives	Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington
Clayton Boyles	Dubois County Community Foundation	Dubois
Joe Carley	Indiana University	Monroe
Bryant Niehoff	Daviess County Economic Development Corporation	Daviess
Kristal Painter	Orange County Economic Development Partnership	Orange
Jon Racek	Indiana University Center for Rural Engagement	Monroe
Adrian Starnes	Indiana University Center for Rural Engagement	Monroe
Keeley Stingel	Radius Indiana and Washington County Councilmember	Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Orange, and Washington

HOUSING

NAME	AFFILIATION	UPLANDS COUNTIES
Jesse Belcher	Crawford County Economic Development Corporation	Crawford
Neil Elkins	TRI-CAP	Dubois
Mike Farmer	Town of Ellettsville	Monroe
Tammi Gibson	Washington County Economic Growth Partnership	Washington
Brianne Jerrels	Greene County Economic Development Corporation	Greene
Greg Jones	Southern Indiana Development Corporation	Daviess, Greene, Lawrence, and Martin
Geoff McKim	Monroe County Council	Monroe
Bryant Niehoff	Daviess County Economic Development	Daviess
Kristal Painter	Orange County Economic Development	Orange
Angie Risacher	Martin County Alliance	Martin
Justin Schwenk	Brown County Redevelopment Commission	Brown
Shance Sizemore	Lawrence County Economic Growth Council	Lawrence
Michael Thissen	Crawford County Economic Development Corporation	Crawford
Kerry Thomson	Indiana University Center for Rural Engagement	Monroe
Ron Walker	CFC Properties	Monroe

HEALTH

NAME	AFFILIATION	UPLANDS COUNTIES
Priscilla Barnes	Indiana University	Monroe
Sherrie Bell	Retired Nurse	
Emily Cook	Greene County Foundation	Greene
Shawna Girgis	IU Health	Lawrence, Monroe, and Orange
John Keesler	Indiana University Center for Rural Engagement	Monroe
Dan Peterson	Cook Group Inc.	Monroe
Keeley Stingel	Radius and Washington County Council	Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Orange, and Washington
Kerry Thomson	Indiana University Center for Rural Engagement	Monroe
Amy Todd	Faith Community Nurse	Martin
Carol Weiss-Kennedy	IU Health Bloomington	Monroe

DIGITAL INCLUSION

NAME	AFFILIATION	UPLANDS COUNTIES
Melody Brunson	Melody's Marketing, LLC	Daviess
Ed Cole	Dubois Strong	Dubois
Matt Deaton	Orange County REMC	Orange
Rick Dietz	City of Bloomington	Monroe
Bryan Gabriel	Mainstream Fiber	Brown, Crawford, and Washington
Brianne Jerrels	Greene County Economic Development Corporation	Greene
Judy Johnson	Washington County Community Foundation	Washington
Dan Peterson	Cook Group	Monroe
Tim Pritchett	Monroe County Community School Corporation	Monroe
Angie Risacher	Martin County Alliance	Martin
Janet Rummel	Owen County Community Foundation	Owen
Zac Stephens	Mainstream Fiber	Brown, Crawford, and Washington
Mike Thissen	Crawford County Economic Development Corporation	Crawford
Nathan Watson	Bedford Public Library	Lawrence

APPENDIX II: INDUSTRY FOCUS GROUPS

In the summer of 2021, TEconomy Partners conducted a series of focus groups with industry leaders in advanced manufacturing, life sciences, national security and defense, and the small business and the entrepreneurship sector to discuss and refine findings from the industry cluster and talent analysis. These groups also explored how businesses, academia, and government could collaborate in new ways to advance talent attraction and innovation/entrepreneurial development.

ADVANCED MANUFACTURING

NAME	AFFILIATION	UPLANDS COUNTIES
Pat Giesler	Ferdinand Operations at MasterBrand Cabinets	Dubois
Sue Habig	Kimball Electronics	Dubois
Gareth Jolly	GM Powertrain - Bedford	Lawrence
Laura Kessens	Masterbrand Cabinets	Dubois
Pam Loughmiller	Loughmiller Machine Tool	Martin
Mark Murphy	Plastics Research and Development, Inc. (PRD)	Lawrence
Matt Weinzapfel	Jasper Engine & Transmission	Crawford and Dubois

NATIONAL SECURITY & DEFENSE

NAME	AFFILIATION	UPLANDS COUNTIES
Tim Aldrich	General Dynamics IT	Daviess
Barbara Drinkrow	Amentum	Daviess
Duane Embree	Draper Labs	Daviess
Carlos Gaitani	Tristar	Daviess, Lawrence, and Monroe
Mike Kramme	Technology Services Corp (TSC)	Monroe
Doug McDaniel	Scientia LLC	Monroe
Jim Parsch	Tristar	Daviess, Lawrence, and Monroe
Greg Sapp	Artisan Electronics Inc.	Daviess
Kirk Talbott	CACI	Daviess
Gail Williams	CACI	Daviess

LIFE SCIENCES

NAME	AFFILIATION	UPLANDS COUNTIES
Jennifer Kelley	Baxter Healthcare Corporation	Monroe
Dave Lessard	Cook Medical	Monroe
Dan Peterson	Cook Group, Inc.	Monroe
Moriah Sowders	Boston Scientific	Owen

INNOVATION & ENTREPRENEURSHIP

NAME	AFFILIATION	UPLANDS COUNTIES
Ravi Bhatt	Branchfire	Monroe
Jessica Bussert	Wave Therapeutics	Brown
Erik Coyne	Branchfire	Monroe
Pat East	The Mill	Monroe
Tyler Henke	Ziptility, Inc.	Monroe
Andy Lehman	The Mill	Monroe
Cy Megnin	The Mill	Monroe
Mat Orrego	Cornerstone Information Systems	Monroe
Adam Quirk	Cardinal Spirits	Monroe
Jason Salstrom	Purdue Research Foundry	Daviess, Greene, and Martin
Mike Trotzke	Cheddar	Monroe
Reuben Vandeventer	SecondSight	Monroe
Geng Wang	Civic Champs	Monroe
Jeff Wuslich	Cardinal Spirits	Monroe

APPENDIX III: LISTENING SESSION PARTICIPANTS

Regional Opportunity Initiatives, the Indiana University Center for Rural Engagement, and Radius Indiana visited with leaders in each of the 11 counties over two weeks in June 2021. These sessions captured what has been accomplished locally in the last five years and continues as a need and a priority. These sessions captured wins and wishes, opportunities, and barriers to inform the regional SWOT analysis.

LISTENING SESSION PARTICIPANTS

COUNTY - DATE	NAME	AFFILIATION
Brown - June 24, 2021	Diana Biddle	Brown County Commissioners
Brown - June 24, 2021	Mary Cartwright	Habitat for Humanity of Brown County
Brown - June 24, 2021	Nancy Crocker	Town of Nashville
Brown - June 24, 2021	Greg Fox	Brown County Chamber of Commerce
Brown - June 24, 2021	Jane Gore	Town of Nashville
Brown - June 24, 2021	Deborah Harman	Brown County Schools
Brown - June 24, 2021	Mandy Kinnaird	Centerstone
Brown - June 24, 2021	Mark Lindenlaub	Thrive Alliance
Brown - June 24, 2021	Phil McKown	Brown County Community Foundation
Brown - June 24, 2021	Maddison Miller	Brown County Community Foundation
Brown - June 24, 2021	Scott Mills	Habitat for Humanity of Brown County
Brown - June 24, 2021	Andrea Repolgle	Habitat for Humanity of Brown County
Brown - June 24, 2021	Christine Ritzmann	Brown County Area Plan Commission
Brown - June 24, 2021	Jim Schultz	Brown County Redevelopment Commission
Brown - June 24, 2021	Justin Schwenk*	Brown County Redevelopment Commission
Brown - June 24, 2021	Matthew Stark	Brown County Schools
Brown - June 24, 2021	Andrew Ti Hon	
Brown - June 24, 2021	Melanie Voland	All Things Brown County/NAEC
Brown - June 24, 2021	Christy Wrightsmann*	Brown County Schools
Crawford - June 15, 2021	Jesse Belcher*	Crawford County Economic Development Corporation

LISTENING SESSION PARTICIPANTS

COUNTY - DATE	NAME	AFFILIATION
Crawford - June 15, 2021	Sherrie Bell*	Retired Nurse
Crawford - June 15, 2021	Dan Crecelius	County Commissioner
Crawford - June 15, 2021	Morton Dale	Crawford County Redevelopment Commission
Crawford - June 15, 2021	Nidrah Dial	Community Foundation of Crawford County & Sycamore Spring Park
Crawford - June 15, 2021	Mandi Elliot	Crawford County Economic Development Corporation
Crawford - June 15, 2021	Lahen Fraime	Community Foundation of Crawford County
Crawford - June 15, 2021	Lisa Gehlhausen	Indiana 15 Regional Planning
Crawford - June 15, 2021	Kaylee Gildersleeve	Crawford County Tourism
Crawford - June 15, 2021	Christine Harbeson	Community Foundation of Crawford County
Crawford - June 15, 2021	Mike Haverstock	Town of Marengo
Crawford - June 15, 2021	Brandon Johnson	Crawford County High School
Crawford - June 15, 2021	Alicia Lutz	Town of Milltown
Crawford - June 15, 2021	Jerry Mackey	Town of Milltown
Crawford - June 15, 2021	Jean Melton	Town of Milltown
Crawford - June 15, 2021	Gail Peitzmeier	Purdue Extension - Crawford
Crawford - June 15, 2021	Nancy Radcliff	Southern Indiana Community Health
Crawford - June 15, 2021	Nick Siler	Community Foundation/SICHG/Lincoln Hills Development Corporation
Crawford - June 15, 2021	Jamie Smith	Crawford County Schools

**Also participated in READI Working Groups*

LISTENING SESSION PARTICIPANTS

COUNTY - DATE	NAME	AFFILIATION
Crawford - June 15, 2021	Zach Stephens*	Mainstream Fiber Networks
Crawford - June 15, 2021	Mike Thissen*	Crawford County Economic Development Corporation
Daviess - June 16, 2021	Ron Arnold	County Commissioner
Daviess - June 16, 2021	Vicki Bubalo	The Daviess County Arts & Cultural Alliance
Daviess - June 16, 2021	Mark Dobbs	NSA Crane
Daviess - June 16, 2021	John Dudenhoeffer	Grain Processing Corporation
Daviess - June 16, 2021	Tony Duncheon	County Council and First Financial Bank
Daviess - June 16, 2021	Mike Healy	Town of Montgomery
Daviess - June 16, 2021	Greg Jones*	Southern Indiana Development Commission
Daviess - June 16, 2021	Mike Myer	County Council
Daviess - June 16, 2021	Bryant Niehoff*	Daviess County Economic Development Corporation
Daviess - June 16, 2021	Lauren Osmon	Daviess County Community Foundation
Daviess - June 16, 2021	Steve Peterson	Washington High School
Daviess - June 16, 2021	Luis A. Santiago	Purdue Extension
Daviess - June 16, 2021	Jan Schuler-Hicks	Senator Mike Braun's Office
Daviess - June 16, 2021	Becky Smith	RTC Communications
Daviess - June 16, 2021	Mary Smith	Daviess County Community Foundation
Daviess - June 16, 2021	Angie Steiner	Daviess Community Hospital
Daviess - June 16, 2021	David Stowers	Daviess County Economic Development Corporation and German American Bank
Daviess - June 16, 2021	Gina Wagler	Parkview Village
Dubois - June 14, 2021	Nona Baker	TRI-CAP
Dubois - June 14, 2021	Becky Beckman	County Council
Dubois - June 14, 2021	Darla Blazey	City of Jasper
Dubois - June 14, 2021	Christian Blome*	Vincennes University Jasper Campus
Dubois - June 14, 2021	Clayton Boyles*	Dubois County Community Foundation
Dubois - June 14, 2021	Elmer Brames	County Commissioner
Dubois - June 14, 2021	Matt Brames	Dubois REC, Inc.
Dubois - June 14, 2021	Deidra Church	Memorial Hospital Foundation

LISTENING SESSION PARTICIPANTS

COUNTY - DATE	NAME	AFFILIATION
Dubois - June 14, 2021	Ed Cole*	Dubois Strong
Dubois - June 14, 2021	Nancy Eckerle	Jasper Chamber of Commerce
Dubois - June 14, 2021	Neil Elkins*	TRI-CAP
Dubois - June 14, 2021	Lisa Gehlhausen	Indiana 15 Regional Planning Commission
Dubois - June 14, 2021	Nathan Held	Indiana 15 Regional Planning Commission
Dubois - June 14, 2021	Bill Hochgesang	Northeast Dubois School Corporation and Hub 19
Dubois - June 14, 2021	Chris James	Town of Ferdinand
Dubois - June 14, 2021	Bill Kaiser*	Dentons
Dubois - June 14, 2021	Ruger Kerstiens	Premier Properties
Dubois - June 14, 2021	Greg Kincer	Kimball International
Dubois - June 14, 2021	Mark Nowotarski	Retired Business Strategist
Dubois - June 14, 2021	Mark Schroeder	German American Bank
Dubois - June 14, 2021	Jamie Shinabarger	Springs Valley Bank & Trust
Dubois - June 14, 2021	Dean Vonderheide*	City of Jasper
Dubois - June 14, 2021	Matt Weinzapfel*	Jasper Engines
Greene - June 16, 2021	Marvin Abshire	Greene County Attorney
Greene - June 16, 2021	Mark Dobbs	NSA Crane
Greene - June 16, 2021	Brianne Jerrels*	Greene County Economic Development Corporation
Greene - June 16, 2021	Greg Jones*	Southern Indiana Development Commission
Greene - June 16, 2021	Sherri Knieriem	Greene County Foundation
Greene - June 16, 2021	Trent Lehman	Bloomfield School District
Greene - June 16, 2021	John Mensch	Greene County Redevelopment Commission and WestGate Authority
Greene - June 16, 2021	Ed Michael	County Commissioner
Greene - June 16, 2021	Matthew Montgomery	Owen County State Bank and Linton Food Pantry
Greene - June 16, 2021	Brenda Reetz	Greene County General Hospital
Greene - June 16, 2021	Larry Watters	Jasonville Mayor
Lawrence - June 22, 2021	Wallace Branham	County Commissioner
Lawrence - June 22, 2021	Kim Burgess	United Way of South Central Indiana

**Also participated in READI Working Groups*

LISTENING SESSION PARTICIPANTS

COUNTY - DATE	NAME	AFFILIATION
Lawrence - June 22, 2021	Judy Carlisle	City of Bedford
Lawrence - June 22, 2021	Larry Caudell	Mitchell City Council
Lawrence - June 22, 2021	Tonya Chastain	Lawrence County Tourism
Lawrence - June 22, 2021	Brent Comer	Mitchell Community Schools
Lawrence - June 22, 2021	Sam Craig	City of Bedford
Lawrence - June 22, 2021	Tracy Crowther	Lehigh
Lawrence - June 22, 2021	Addie Datish	Hoosier Uplands
Lawrence - June 22, 2021	Frank Decker	Boys & Girls Club of Lawrence County
Lawrence - June 22, 2021	Mark Dobbs	NSA Crane
Lawrence - June 22, 2021	Brad Dykes	IU Health Bedford
Lawrence - June 22, 2021	JD England	City of Mitchell
Lawrence - June 22, 2021	Rodney Fish	County Commissioner
Lawrence - June 22, 2021	Hope Flores	Community Foundation Partnership
Lawrence - June 22, 2021	Shawna Girgis*	IU Health
Lawrence - June 22, 2021	Doug Kellams	Tri County Builders
Lawrence - June 22, 2021	Charlie King	Hoosier Hills Credit Union
Lawrence - June 22, 2021	Jeff Lytton	County Council
Lawrence - June 22, 2021	Sally Miller	Bedford Chamber of Commerce
Lawrence - June 22, 2021	Ty Mungle	North Lawrence Schools
Lawrence - June 22, 2021	Olivia Phillips	United Way of South Central Indiana
Lawrence - June 22, 2021	Shance Sizemore*	Lawrence County Economic Growth Council & Chamber of Commerce
Lawrence - June 22, 2021	Joe Timbrook*	Lawrence County Economic Growth Council
Lawrence - June 22, 2021	Kim Walldridge	Regional Opportunity Initiatives
Martin - June 16, 2021	Bobbie Abel	County Auditor and Redevelopment Commission
Martin - June 16, 2021	Cary Albright	Shoals Town Council
Martin - June 16, 2021	Mark Dobbs	NSA Crane
Martin - June 16, 2021	Hope Flores	Community Foundation Partnership
Martin - June 16, 2021	Adam Greene	Martin County Council
Martin - June 16, 2021	Dan Gregory	Martin County Community Foundation Board Member

LISTENING SESSION PARTICIPANTS

COUNTY - DATE	NAME	AFFILIATION
Martin - June 16, 2021	Noel Harty	County Chamber of Commerce and City of Loogootee Mayor
Martin - June 16, 2021	Curt Johnson	Martin County Community Foundation
Martin - June 16, 2021	Pam Loughmiller	Martin County Alliance
Martin - June 16, 2021	Teresa Nolley	Loogootee Town Council
Martin - June 16, 2021	Rick Norris	Loogootee Town Council
Martin - June 16, 2021	Angie Risacher*	Martin County Alliance
Martin - June 16, 2021	Phil Smith	Martin County Community Foundation and Crane
Martin - June 16, 2021	Sherry Wade	Martin County Chamber of Commerce and Crane Credit Union
Monroe - June 24, 2021	Clark Creiner	Bloomington Economic Development Corporation
Monroe - June 24, 2021	Alex Crowley	City of Bloomington
Monroe - June 24, 2021	Pat East*	The Mill
Monroe - June 24, 2021	Christina Elem	Bloomington Economic Development Corporation
Monroe - June 24, 2021	Efrat Feferman	United Way of Monroe County
Monroe - June 24, 2021	Shawna Girgis*	IU Health
Monroe - June 24, 2021	Don Griffin	City of Bloomington
Monroe - June 24, 2021	Adam Gross*	Ivy Tech Community College
Monroe - June 24, 2021	Kyle Hannon	Envision Ellettsville
Monroe - June 24, 2021	Mike Hayes	German American Bank
Monroe - June 24, 2021	Bradley Jones	Catalent
Monroe - June 24, 2021	Andy Lehman	The Mill
Monroe - June 24, 2021	Johnny Lindsey	The Peoples State Bank
Monroe - June 24, 2021	Stacie Marotta	Bloomington Economic Development Corporation
Monroe - June 24, 2021	Jane Martin	The Mill & Lake Monroe Water Fund
Monroe - June 24, 2021	Mick McAfee*	Visit Bloomington
Monroe - June 24, 2021	Anne McCombe	MetroStar
Monroe - June 24, 2021	Geoff McKim*	Monroe County Council
Monroe - June 24, 2021	Jaime Miller	Richland-Bean Blossom Community School Corporation

**Also participated in READI Working Groups*

LISTENING SESSION PARTICIPANTS

COUNTY - DATE	NAME	AFFILIATION
Monroe - June 24, 2021	Mary Morgan	Greater Bloomington Chamber of Commerce
Monroe - June 24, 2021	Meagan Niese	Community Foundation of Bloomington & Monroe County
Monroe - June 24, 2021	Brian Payne	CDFI Friendly Bloomington
Monroe - June 24, 2021	Jennifer Pearl	Bloomington Economic Development Corporation
Monroe - June 24, 2021	Erin Predmore	Greater Bloomington Chamber of Commerce
Monroe - June 24, 2021	Paul Quick	Smithville Communications
Monroe - June 24, 2021	Greg Reece	NSWC Crane
Monroe - June 24, 2021	Pamela Samples	Ellettsville Town Council
Monroe - June 24, 2021	Susan Sandberg	Bloomington City Council
Monroe - June 24, 2021	Brian Shockney	IU Health
Monroe - June 24, 2021	Jill Thurman	Ellettsville Chamber of Commerce
Monroe - June 24, 2021	Kevin Tolloty	Town of Ellettsville
Monroe - June 24, 2021	Jennie Vaughan*	Ivy Tech Community College
Monroe - June 24, 2021	Marcus Whited	Community Foundation of Bloomington & Monroe County
Monroe - June 24, 2021	Markay Winston	Monroe County Community School Corporation
Orange - June 14, 2021	Larry Bailey	IU Health
Orange - June 14, 2021	Randy Clark	Orleans Town Council
Orange - June 14, 2021	Imojean Dedrick	Orange County Community Foundation
Orange - June 14, 2021	Jimmy Ellis	Orleans Community Schools
Orange - June 14, 2021	Chuck Franz	French Lick Resort
Orange - June 14, 2021	Shawna Girgis	IU Health
Orange - June 14, 2021	Chad Hager	County Council
Orange - June 14, 2021	Tanya Hall	Purdue Extension Community Development
Orange - June 14, 2021	Danny Hickman	Paoli Town Council
Orange - June 14, 2021	Marshall Noble	County Commissioner
Orange - June 14, 2021	Kristal Painter*	Orange County Economic Development Corporation
Orange - June 14, 2021	Nicole Plunkett	Smithville
Orange - June 14, 2021	Brandon Query Bey	Lost River Market

LISTENING SESSION PARTICIPANTS


COUNTY - DATE	NAME	AFFILIATION
Orange - June 14, 2021	Brandy Ream*	Visit French Lick West Baden
Orange - June 14, 2021	Brandy Terrell	Southern Indiana Community Health Care & Thrive
Orange - June 14, 2021	Debbie Tuner	Lost River Market
Orange - June 14, 2021	David Wolford	French Lick Town Council
Owen - June 22, 2021	Craig Coffin	Owen County Economic Development Corporation
Owen - June 22, 2021	Shawna Girgis	IU Health
Owen - June 22, 2021	Bruce Hamlin	SCI REMC & BBP Water
Owen - June 22, 2021	Marce King	Owen County Chamber of Commerce & Economic Development Corporation
Owen - June 22, 2021	David Lessard	Cook Inc.
Owen - June 22, 2021	Mark Rogers	MYPATH Trail System
Owen - June 22, 2021	Janet Rummel*	Owen County Community Foundation
Owen - June 22, 2021	Moriah Sowders	Boston Scientific
Owen - June 22, 2021	Darrell White	Owen County Family YMCA
Washington - June 15, 2021	Karen Bamy	Washington County Chamber of Commerce
Washington - June 15, 2021	Tammi Gibson*	Washington County Economic Growth Partnership
Washington - June 15, 2021	Justin Green	City of Salem
Washington - June 15, 2021	Judy Johnson*	Washington County Community Foundation
Washington - June 15, 2021	Rhonda Smith	Washington County Economic Growth Partnership
Washington - June 15, 2021	Keeley Stingel*	Radius Indiana and County Council
Washington - June 15, 2021	Lindsey Wade-Swift	Washington County Community Foundation

**Also participated in READI Working Groups*

APPENDIX IV: COMMUNITY RESOLUTIONS & LETTERS OF SUPPORT

Brown County Commissioners

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Mary E Smith
Brown County Recorder IN
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RESOLUTION NUMBER 2021-06-28-001 BROWN COUNTY, INDIANA

A RESOLUTION TO PARTNER IN THE REGIONAL OPPORTUNITY INITIATIVES, INC. AND RADIUS INDIANA READI REGIONAL EFFORT

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, *et seq.* which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, eleven counties in southwest central Indiana, now known as the Indiana Uplands, have been working together to advance economic prosperity in the region for more than 5 years; and

WHEREAS, the Indiana Uplands is a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a "qualified nonprofit organization" formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Regional Opportunity Initiatives, Inc. (ROI) is a qualified nonprofit organization as defined by IC 5-28-41-4 working in the Indiana Uplands and led by the private sector through its Board of Directors with a mission to advance economic and community prosperity in the 11 counties of the Indiana Uplands which includes Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington counties; and

WHEREAS, ROI has partnered with Radius Indiana, an economic development partnership, to provide opportunity to the Indiana Uplands through the READI initiative; and

WHEREAS, ROI and its partners, Radius Indiana and the IU Center for Rural Engagement, have engaged with stakeholders throughout the Indiana Uplands region to build upon the work already in progress by our proud partners; and

WHEREAS, The Town of Nashville, Indiana also desires to partner with Brown County to move forward with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation,

1

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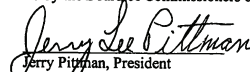
Resolution 2021-06-28-001

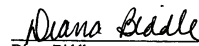
WHEREAS, Brown County, a partner in the Indiana Uplands, desires to move forward with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the August 31, 2021, deadline.

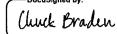
NOW, THEREFORE, BE IT RESOLVED, the undersigned Brown County Commissioners determine that Brown County, Indiana, together with their community partners, (including but not limited to the Town of Nashville, Brown County School Corporation and the Brown County Community Foundation) shall join in the Regional Opportunity Initiatives, Inc. and Radius Indiana READI regional effort as set out herein.

This Resolution shall be effective on June 28th, 2021.

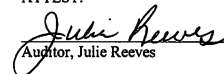
RESOLVED this 28th day of June 2021 by the Board of Commissioners of Brown County, Indiana.


Jerry Pittman, President


Diana Biddle

DocuSigned by:

Chuck Braden

ATTEST:


Auditor, Julie Reeves

2

Crawford County

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, *et seq.* which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation (IEDC) with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, eleven counties in southwest central Indiana, now known as the Indiana Uplands, have been working together to advance economic prosperity in the region for more than 5 years; and

WHEREAS, the Indiana Uplands is a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a “qualified nonprofit organization” formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Regional Opportunity Initiatives, Inc. (ROI) is a qualified nonprofit organization as defined by IC 5-28-41-4 working in the Indiana Uplands and led by the private sector through its Board of Directors with a mission to advance economic and community prosperity in the 11 counties of the Indiana Uplands which includes Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington counties; and

WHEREAS, ROI has partnered with Radius Indiana, an economic development partnership, to provide opportunity to the Indiana Uplands through the READI initiative; and

WHEREAS, ROI and its partners, Radius Indiana and the IU Center for Rural Engagement, have engaged with stakeholders throughout the Indiana Uplands region to build upon the work already in progress by our proud partners; and

WHEREAS, Crawford County, a partner in the Indiana Uplands, desires to move forward with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the August 31-2021, deadline.

WHEREAS, Crawford County is strategically placed in Indiana to belong to multiple regions depending on economic and social geography. Be it recognized as example Crawford County is one of a very exclusive few counties belonging to three 21st Century Talent Regions as recognized by the IEDC and the Indiana Office of Career Connections.

WHEREAS, It has been recognized the IEDC understands regions are fluid and has recognized that Crawford County can enter under prioritization a primary and a supportive secondary application.

WHEREAS, Crawford County, after much deliberation and input has prioritized that ROI and its partners are the primary and top priority as a region.

WHEREAS, Crawford County, after much deliberation and input has a desire to support the Southwest Indiana Development Council (SWIDC), a qualified nonprofit organization as defined by IC 5-28-41-4, in their effort to enter a READI application.

NOW, THEREFORE, BE IT RESOLVED, the undersigned Crawford County Commissioners shall join in the Regional Opportunity Initiatives, Inc. and Radius Indiana READI regional effort as desired herein.

This Resolution shall be effective on 24 June, 2021.

RESOLVED this 24th day of June/July, 2021 by the Crawford Co. (Commission/Council) of Crawford Co. (name of county/city/town), Indiana.

Name of Approving Body:



*, President

Daviess County Board of Commissioners

RESOLUTION NO. 2021 - 4

A RESOLUTION TO PURSUE

REGIONAL ECONOMIC ACCELERATION AND DEVELOPMENT

INITIATIVE (READI) FUNDING

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, *et seq.* which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, eleven counties in southwest central Indiana, now known as the Indiana Uplands, have been working together to advance economic prosperity in the region for more than 5 years; and

WHEREAS, the Indiana Uplands is a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a "qualified nonprofit organization" formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Regional Opportunity Initiatives, Inc. (ROI) is a qualified nonprofit organization as defined by IC 5-28-41-4 working in the Indiana Uplands and led by the private sector through its Board of Directors with a mission to advance economic and community prosperity in the 11 counties of the Indiana Uplands which includes Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington counties; and

WHEREAS, ROI has partnered with Radius Indiana, an economic development partnership, to provide opportunity to the Indiana Uplands through the READI initiative; and

WHEREAS, ROI and its partners, Radius Indiana and the IU Center for Rural Engagement, have engaged with stakeholders throughout the Indiana Uplands region to build upon the work already in progress by our proud partners; and

WHEREAS, Daviess County, a partner in the Indiana Uplands, through its Board of Commissioners, wishes to participate with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the August 31, 2021, deadline.

NOW, THEREFORE, BE IT RESOLVED, the undersigned Board of Commissioners hereby determine that Daviess County shall participate in the Regional Opportunity Initiatives, Inc. and Radius Indiana READI regional effort, as specified herein.

This Resolution shall be effective on 6-29, 2021.

RESOLVED this 29 day of June, 2021 by the County Commissioners of Daviess County, Indiana.

THE BOARD OF COMMISSIONERS OF
DAVISS COUNTY, INDIANA


Commissioner


Commissioner

Commissioner

Attest:

By: 
Patty Ball, Auditor

Greene County Board of Commissioners

RESOLUTION NO. 2021-12 RESOLUTION REGARDING COUNTY PARTICIPATION IN REGIONAL ECONOMIC ACCELERATION AND DEVELOPMENT INITIATIVE

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, *et seq.* which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, eleven counties in southwest central Indiana, now known as the Indiana Uplands, have been working together to advance economic prosperity in the region for more than 5 years; and

WHEREAS, the Indiana Uplands is a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a “qualified nonprofit organization” formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Regional Opportunity Initiatives, Inc. (ROI) is a qualified nonprofit organization as defined by IC 5-28-41-4, working in the Indiana Uplands and led by the private sector through its Board of Directors, with a mission to advance economic and community prosperity in the 11 counties of the Indiana Uplands, which includes Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen, and Washington Counties; and

WHEREAS, ROI has partnered with Radius Indiana, an economic development partnership, to provide opportunity to the Indiana Uplands through the READI initiative; and

WHEREAS, ROI and its partners, Radius Indiana and the IU Center for Rural Engagement, have engaged with stakeholders throughout the Indiana Uplands region to build upon the work already in progress by our proud partners; and

WHEREAS, Greene County, Indiana, a partner in the Indiana Uplands, desires to move forward with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the August 31, 2021, deadline.

NOW, THEREFORE, BE IT RESOLVED BY the undersigned Board of Commissioners of the County of Greene, Indiana, that Greene County, Indiana shall join in the Regional Opportunity Initiatives, Inc. and Radius Indiana READI regional effort as desired herein.
This Resolution shall be effective immediately upon passage.

RESOLVED this 6th day of July, 2021, by the Board of Commissioners of the County of Greene, Indiana.

BOARD OF COMMISSIONERS OF THE
COUNTY OF GREENE, INDIANA, by:


Nathan L. Abrams, President


Rick Graves, Commissioner


Edward L. Michael, Commissioner

Attest:


Matthew W. Baker, Auditor

Lawrence County Board of Commissioners

RESOLUTION NO. 2021-9

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, *et seq.* which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, eleven counties in southwest central Indiana, now known as the Indiana Uplands, have been working together to advance economic prosperity in the region for more than 5 years; and

WHEREAS, the Indiana Uplands is a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a "qualified nonprofit organization" formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Regional Opportunity Initiatives, Inc. (ROI) is a qualified nonprofit organization as defined by IC 5-28-41-4 working in the Indiana Uplands and led by the private sector through its Board of Directors with a mission to advance economic and community prosperity in the 11 counties of the Indiana Uplands which includes Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington counties; and

WHEREAS, ROI has partnered with Radius Indiana, an economic development partnership, to provide opportunity to the Indiana Uplands through the READI initiative; and

WHEREAS, ROI and its partners, Radius Indiana and the IU Center for Rural Engagement, have engaged with stakeholders throughout the Indiana Uplands region to build upon the work already in progress by our proud partners; and

WHEREAS, Lawrence County, a partner in the Indiana Uplands, desires to move forward with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the August 31 2021, deadline.

NOW, THEREFORE, BE IT RESOLVED, the undersigned Lawrence County Commissioners determine that Lawrence County shall join in the Regional Opportunity Initiatives, Inc. and Radius Indiana READI regional effort as desired herein.

This Resolution shall be effective on June, 2021.

RESOLVED this 22nd day of June, 2021 by the Lawrence County Commissioners of Lawrence County, Indiana.

BOARD OF COMMISSIONERS
LAWRENCE COUNTY, INDIANA



Rodney Fish, President



Dustin Gabhart, Member



Wallace Branham, Member

ATTEST:



Jessica Staggs
Lawrence County Auditor

Martin County Commissioners

RESOLUTION

2021-13

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, *et seq.* which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, eleven counties in southwest central Indiana, now known as the Indiana Uplands, have been working together to advance economic prosperity in the region for more than 5 years; and

WHEREAS, the Indiana Uplands is a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a “qualified nonprofit organization” formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Regional Opportunity Initiatives, Inc. (ROI) is a qualified nonprofit organization as defined by IC 5-28-41-4 working in the Indiana Uplands and led by the private sector through its Board of Directors with a mission to advance economic and community prosperity in the 11 counties of the Indiana Uplands which includes Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington counties; and

WHEREAS, ROI has partnered with Radius Indiana, an economic development partnership, to provide opportunity to the Indiana Uplands through the READI initiative; and

WHEREAS, ROI and its partners, Radius Indiana and the IU Center for Rural Engagement, have engaged with stakeholders throughout the Indiana Uplands region to build upon the work already in progress by our proud partners; and

WHEREAS, Martin County, a partner in the Indiana Uplands, desires to move forward with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the August 31, 2021, deadline.

NOW, THEREFORE, BE IT RESOLVED, the undersigned Commissioners determine that Martin County, Indiana, shall join in the Regional Opportunity Initiatives, Inc. and Radius Indiana READI regional effort as desired herein.

This Resolution shall be effective on _____, 2021.

RESOLVED this 29 day of June, 2021 by the Commission of Martin County, Indiana.

Martin County Commissioners



Paul George, President



Aaron Summers



J. Cody Roush

Monroe County Board of Commissioners

RESOLUTION 2021-32

RESOLUTION CONCERNING THE REGIONAL ECONOMIC ACCELERATION AND DEVELOPMENT INITIATIVE FUND

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, *et seq.* which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, eleven counties in southwest central Indiana, now known as the Indiana Uplands, have been working together to advance economic prosperity in the region for more than 5 years; and

WHEREAS, the Indiana Uplands is a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a "qualified nonprofit organization" formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Regional Opportunity Initiatives, Inc. (ROI) is a qualified nonprofit organization as defined by IC 5-28-41-4 working in the Indiana Uplands and led by the private sector through its Board of Directors with a mission to advance economic and community prosperity in the 11 counties of the Indiana Uplands which includes Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington counties; and

WHEREAS, ROI has partnered with Radius Indiana, an economic development partnership, to provide opportunity to the Indiana Uplands through the READI initiative; and

WHEREAS, ROI and its partners, Radius Indiana and the IU Center for Rural Engagement, have engaged with stakeholders throughout the Indiana Uplands region to build upon the work already in progress by our proud partners; and

WHEREAS, Monroe County, a partner in the Indiana Uplands, desires to move forward with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the August 31, 2021, deadline.

NOW, THEREFORE, BE IT RESOLVED, the undersigned Monroe County Board of Commissioners determine that the Monroe County, shall join in the Regional Opportunity Initiatives, Inc. and Radius Indiana READI regional effort as desired herein.

Resolution 2021-32 is adopted this 30th day of June, 2021.

MONROE COUNTY BOARD OF COMMISSIONERS

"YEAS"



Julie Thomas, President



Lee Jones, Vice President



Penny Githens, Commissioner

"NAYS"

Julie Thomas, President

Lee Jones, Vice President

Penny Githens, Commissioner

ATTEST:



Catherine Smith, Monroe County Auditor

Orange County Board of Commissioners

ORANGE COUNTY, INDIANA

Resolution No. 2021-09

RESOLUTION AUTHORIZING CREATION OF A READI REGIONAL PLAN TO SUBMIT TO THE INDIANA ECONOMIC DEVELOPMENT CORPORATION

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, *et seq.* which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, eleven counties in southwest central Indiana, now known as the Indiana Uplands, have been working together to advance economic prosperity in the region for more than 5 years; and

WHEREAS, the Indiana Uplands is a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a “qualified nonprofit organization” formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Regional Opportunity Initiatives, Inc. (“ROI”) is a qualified nonprofit organization as defined by IC 5-28-41-4 working in the Indiana Uplands and led by the private sector through its Board of Directors with a mission to advance economic and community prosperity in the 11 counties of the Indiana Uplands which includes Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington Counties; and

WHEREAS, ROI has partnered with Radius Indiana, Inc. (“Radius Indiana”) an economic development partnership, to provide opportunity to the Indiana Uplands through the READI initiative; and

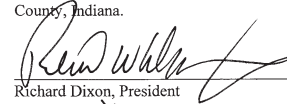
WHEREAS, ROI and its partners, Radius Indiana and the IU Center for Rural Engagement, have engaged with stakeholders throughout the Indiana Uplands region to build upon the work already in progress by our proud partners; and


WHEREAS, Orange County, Indiana, a partner in the Indiana Uplands, desires to move forward with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the August 31, 2021, deadline.


NOW, THEREFORE, BE IT RESOLVED, the undersigned Board of Commissioners of Orange County, Indiana that Orange County, Indiana shall join in ROI and Radius Indiana’s READI regional effort and move forward with the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation.

This Resolution shall be effective upon passage.

SO RESOLVED this 29th day of June, 2021 by the Board of Commissioners of Orange County, Indiana.


Richard Dixon, President


Steve Hopper


Marshall Noble, Vice President

ATTEST:

Lonnie Stroud, Auditor

Owen County Board of Commissioners

Resolution 2021-19
READI Initiative Declaration

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, *et seq.* which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, eleven counties in southwest central Indiana, now known as the Indiana Uplands, have been working together to advance economic prosperity in the region for more than 5 years; and

WHEREAS, the Indiana Uplands is a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a "qualified nonprofit organization" formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Regional Opportunity Initiatives, Inc. (ROI) is a qualified nonprofit organization as defined by IC 5-28-41-4 working in the Indiana Uplands and led by the private sector through its Board of Directors with a mission to advance economic and community prosperity in the 11 counties of the Indiana Uplands which includes Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington counties; and

WHEREAS, ROI has partnered with Radius Indiana, an economic development partnership, to provide opportunity to the Indiana Uplands through the READI initiative; and

WHEREAS, ROI and its partners, Radius Indiana and the IU Center for Rural Engagement, have engaged with stakeholders throughout the Indiana Uplands region to build upon the work already in progress by our proud partners; and

WHEREAS, Owen County, a partner in the Indiana Uplands, desires to move forward with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the August 31, 2021, deadline.

NOW, THEREFORE, BE IT RESOLVED, the undersigned, (Commissioner Gary Burton, Commissioner Dale Dubois, and Commissioner Bob Curry) determine that Owen County shall join in the Regional Opportunity Initiatives, Inc. and Radius Indiana READI regional effort as desired herein.

This Resolution shall be effective on 6/21, 2021.

RESOLVED this ____ day of June, 2021 by the Owen County Commissioners of Owen County, Indiana.

Owen County Commissioners:

Gary Burton
* President

Bob Curry

Dale Dubois

Attest: Debra Peere

Washington County Board of Commissioners

Washington County Board of Commissioners

County Established 1814

99 Public Square, Suite 103 Salem, Indiana 47167~2042

Phone: 1~812~883~4805 www.washingtoncounty.in.gov



Phillip Marshall, President

Todd Ewen

Rick Roberts

June 30, 2021

To whom it may concern:

Washington County identifies with the Radius/ROI region as part of the 11 counties that make up the Indiana Uplands. Washington County is diverse and recognizes that its geographic position is well suited for residents to have access to not only the Louisville MSA or Our Southern Indiana RDA, but also the Radius/ROI region to live, work, and play. Washington County intends to fully participate in the Radius/ROI region and the Our Southern Indiana RDA.

Washington County shares many similarities to the counties in the Indiana Uplands including manufacturing, agriculture, and tourism industries. In addition, the county is also aligned in housing and broadband infrastructure needs of the 11 county area. Washington County has regularly participated in regional and local initiatives supported by Radius, ROI, and Indiana University Center for Rural Engagement. In fact, Salem, the county seat, was named one of the Hoosier Sustaining Communities. The school systems in the county have also been engaged with ROI on developing learning and career pathways for students. Lastly, Washington County regularly participates in Radius economic development activities to include supporting a culture of entrepreneurship. Two Salem High School students were recently announced the winner of Innovate WithIN statewide pitch competition.

As such, Washington County fully intends to participate in a regional application with the Radius/ROI region that make up the Indiana Uplands. Washington County trusts that IEDC recognizes the geographic position of the county and its intertwined economic activity across two thriving regions. The County looks forward to the lasting impact of the READI program locally, regionally, and across the State.

Respectfully,

A handwritten signature in blue ink, reading "Todd M. Ewen". The signature is written in a cursive style with a large, stylized 'T' and 'E'.

Town of Nashville

RESOLUTION NUMBER 2021-13 TOWN OF NASHVILLE INDIANA

A RESOLUTION TO PARTNER IN THE REGIONAL OPPORTUNITY INITIATIVES, INC. AND RADIUS INDIANA READI REGIONAL EFFORT

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, *et seq.* which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, eleven counties in southwest central Indiana, now known as the Indiana Uplands, have been working together to advance economic prosperity in the region for more than 5 years; and

WHEREAS, the Indiana Uplands is a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a "qualified nonprofit organization" formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Regional Opportunity Initiatives, Inc. (ROI) is a qualified nonprofit organization as defined by IC 5-28-41-4 working in the Indiana Uplands and led by the private sector through its Board of Directors with a mission to advance economic and community prosperity in the 11 counties of the Indiana Uplands which includes Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington counties; and

WHEREAS, ROI has partnered with Radius Indiana, an economic development partnership, to provide opportunity to the Indiana Uplands through the READI initiative; and

WHEREAS, ROI and its partners, Radius Indiana and the IU Center for Rural Engagement, have engaged with stakeholders throughout the Indiana Uplands region to build upon the work already in progress by our proud partners; and

WHEREAS, Brown County, a partner in the Indiana Uplands, desires to move forward with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the August 31, 2021, deadline and;

WHEREAS, The Town of Nashville, Indiana desires to partner with Brown County to move forward with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the aforementioned deadline.

1

RESOLUTION 2021-13

NOW, THEREFORE, BE IT RESOLVED, the undersigned Town Council determine that the Town of Nashville, Brown County, Indiana, shall join in the Regional Opportunity Initiatives, Inc. and Radius Indiana READI regional effort as set out herein.

This Resolution shall be effective on 6/25, 2021.

RESOLVED this 25th day of June, 2021 by the Town Council of Nashville, Indiana.

ATTEST:

Brenda K. Young
Clerk-Treasurer, Brenda K. Young

<u>Jane Gore</u> President Jane Gore	<u>yea</u>	nay	abstain
<u>Nancy Crocker</u> Council Member Nancy Crocker	<u>yea</u>	nay	abstain
<u>Anna Hofstetter</u> Council Member Anna Hofstetter	<u>yea</u>	nay	abstain
<u>Dave Rudd</u> Council Member Dave Rudd	<u>yea</u>	nay	abstain

2

City of Bloomington



**JOHN HAMILTON
MAYOR**

CITY OF BLOOMINGTON

401 N Morton St, Suite 210
Bloomington, IN 47404

OFFICE OF THE MAYOR

812.349.3406
mayor@bloomington.in.gov

June 30, 2021

Tina Peterson
President & CEO
Regional Opportunity Initiatives, Inc.
100 S. College Avenue, Suite 240
Bloomington, IN 47404

Dear Ms. Peterson,

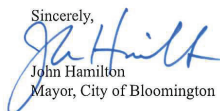
The City of Bloomington is pleased to endorse and participate in the Regional Economic Acceleration and Development Initiative (READI) submission and planning efforts, to be led by the Indiana Uplands region.

As a proud member city in the eleven-county region in southwest central Indiana, the City of Bloomington has welcomed the opportunity to work together with our partner cities and counties to advance economic prosperity in the region for more than five years.

The City of Bloomington is pleased that Regional Opportunity Initiatives, Inc. (ROI) has partnered with Radius Indiana via an economic development partnership to advance economic prosperity and to provide opportunity to the Indiana Uplands through the READI initiative. Alongside Radius Indiana and the IU Center for Rural Engagement, ROI has engaged with stakeholders throughout the Indiana Uplands region to build upon the work already in progress by our proud partners.

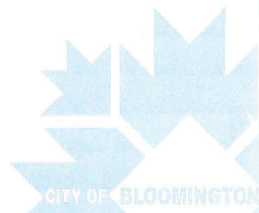
The City of Bloomington will seek, and when obtained, provide ROI and the IEDC with the additional endorsement of the Bloomington Common Council. In the meantime, please accept this letter as an enthusiastic endorsement of the ROI/Indiana Uplands READI submission.

Sincerely,


John Hamilton
Mayor, City of Bloomington

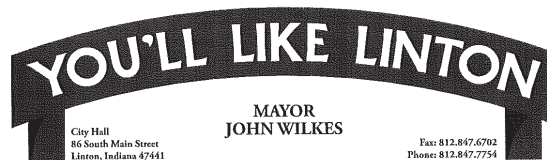


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CITY OF BLOOMINGTON

City of Linton



June 29, 2021

Ms. Tina Peterson
Regional Opportunities Initiative
Mr. Jeff Quyle
Radius Indiana

Dear Tina and Jeff,

The City of Linton is pleased to know that your organizations have teamed up to apply for the State of Indiana's Regional Economic Acceleration and Development Initiative. Our community sees great opportunities for the READI program to bolster the quality of life and economic prosperity in our region of southern Indiana, and we look forward to participating in the ROI/Radius region.

Please consider Linton to be a member of your READI application to the Indiana Economic Development Corporation and let us know how we can best work with you to invest in a brighter future.

Sincerely,



John Wilkes, Mayor
City of Linton

City of Loogootee

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, *et seq.* which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, eleven counties in southwest central Indiana, now known as the Indiana Uplands, have been working together to advance economic prosperity in the region for more than 5 years; and

WHEREAS, the Indiana Uplands is a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a "qualified nonprofit organization" formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Regional Opportunity Initiatives, Inc. (ROI) is a qualified nonprofit organization as defined by IC 5-28-41-4 working in the Indiana Uplands and led by the private sector through its Board of Directors with a mission to advance economic and community prosperity in the 11 counties of the Indiana Uplands which includes Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington counties; and

WHEREAS, ROI has partnered with Radius Indiana, an economic development partnership, to provide opportunity to the Indiana Uplands through the READI initiative; and

WHEREAS, ROI and its partners, Radius Indiana and the IU Center for Rural Engagement, have engaged with stakeholders throughout the Indiana Uplands region to build upon the work already in progress by our proud partners; and

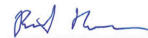
WHEREAS, Martin County, a partner in the Indiana Uplands, desires to move forward with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the August 31, 2021, deadline.

NOW, THEREFORE, BE IT RESOLVED, the undersigned City Council determine that the City of Loogootee, Indiana, shall join in the Regional Opportunity Initiatives, Inc. and Radius Indiana READI regional effort as desired herein.

This Resolution shall be effective on _____, 2021.

RESOLVED this ____ day of June, 2021 by the Council of Loogootee, Indiana.

City of Loogootee Council:



Rick Norris, President


Noel Hartig, Mayor

Shoals Town Council

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, *et seq.* which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, eleven counties in southwest central Indiana, now known as the Indiana Uplands, have been working together to advance economic prosperity in the region for more than 5 years; and

WHEREAS, the Indiana Uplands is a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a "qualified nonprofit organization" formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Regional Opportunity Initiatives, Inc. (ROI) is a qualified nonprofit organization as defined by IC 5-28-41-4 working in the Indiana Uplands and led by the private sector through its Board of Directors with a mission to advance economic and community prosperity in the 11 counties of the Indiana Uplands which includes Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington counties; and

WHEREAS, ROI has partnered with Radius Indiana, an economic development partnership, to provide opportunity to the Indiana Uplands through the READI initiative; and

WHEREAS, ROI and its partners, Radius Indiana and the IU Center for Rural Engagement, have engaged with stakeholders throughout the Indiana Uplands region to build upon the work already in progress by our proud partners; and

WHEREAS, Martin County, a partner in the Indiana Uplands, desires to move forward with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the August 31, 2021, deadline.

NOW, THEREFORE, BE IT RESOLVED, the undersigned Town Council determine that Shoals, Indiana, shall join in the Regional Opportunity Initiatives, Inc. and Radius Indiana READI regional effort as desired herein.

This Resolution shall be effective on 6-15, 2021.

RESOLVED this 13 day of June, 2021 by the Council of Shoals, Indiana.

Shoals Town Council:


Cary Albright, President

City of Washington County Common Council



RESOLUTION NO. 5 INTENT TO PURSUE REGIONAL ECONOMIC ACCELERATION AND DEVELOPMENT INITIATIVE (READI) FUNDING

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, *et seq.* which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, eleven counties in southwest central Indiana, now known as the Indiana Uplands, have been working together to advance economic prosperity in the region for more than 5 years; and

WHEREAS, the Indiana Uplands is a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a "qualified nonprofit organization" formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Regional Opportunity Initiatives, Inc. (ROI) is a qualified nonprofit organization as defined by IC 5-28-41-4 working in the Indiana Uplands and led by the private sector through its Board of Directors with a mission to advance economic and community prosperity in the 11 counties of the Indiana Uplands which includes Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington counties; and

WHEREAS, ROI has partnered with Radius Indiana, an economic development partnership, to provide opportunity to the Indiana Uplands through the READI initiative; and

WHEREAS, ROI and its partners, Radius Indiana and the IU Center for Rural Engagement, have engaged with stakeholders throughout the Indiana Uplands region to build upon the work already in progress by our proud partners; and

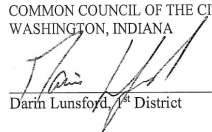
WHEREAS, the City of Washington, a partner in the Indiana Uplands, desires to move forward with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the August 31, 2021, deadline.

NOW, THEREFORE, BE IT RESOLVED, the undersigned Common Council determine that the City of Washington shall join in the Regional Opportunity Initiatives, Inc., and Radius Indiana READI regional effort as desired herein.


This Resolution shall be effective on June 28, 2021.

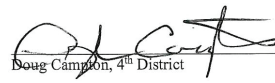
RESOLVED this 28th day of June 2021 by the Common Council of the City of Washington, Indiana.

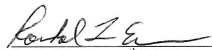
COMMON COUNCIL OF THE CITY OF
WASHINGTON, INDIANA

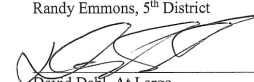

Darin Lunsford, 1st District

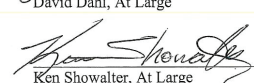
Allen Brown, 2nd District


Tom Gress, 3rd District


Doug Campton, 4th District


Randy Emmons, 5th District


David Dahil, At Large


Ken Showalter, At Large

City of Jasper

RESOLUTION NO. 2021 - 14

A RESOLUTION OF THE COMMON COUNCIL OF THE CITY OF JASPER, INDIANA REGARDING PARTICIPATION IN THE INDIANA READI GRANT FUNDING PROGRAM

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, *et seq.* which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, 11 counties in southwest and central Indiana, now known as the Indiana Uplands, have been working together to advance economic prosperity in the region for more than 5 years; and

WHEREAS, the Indiana Uplands is a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a "qualified nonprofit organization" formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Regional Opportunity Initiatives, Inc. (ROI) is a qualified nonprofit organization as defined by IC 5-28-41-4 working in the Indiana Uplands and led by the private sector through its Board of Directors with a mission to advance economic and community prosperity in the 11 counties of the Indiana Uplands which includes Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington counties; and

WHEREAS, ROI has partnered with Radius Indiana, an economic development partnership, to provide opportunity to the Indiana Uplands through the READI initiative; and

WHEREAS, ROI and its partners, Radius Indiana and the IU Center for Rural Engagement, have engaged with stakeholders throughout the Indiana Uplands region to build upon the work already in progress by our proud partners; and

WHEREAS, the City of Jasper, Indiana, located in Dubois County, and a partner in the Indiana Uplands, desires to move forward with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the August 31, 2021, deadline.

NOW, THEREFORE, BE IT HEREBY RESOLVED, BY THE COMMON COUNCIL OF THE CITY OF JASPER, INDIANA, as follows:

1. The Common Council of the City of Jasper determines that the City of Jasper, Indiana, shall join in the Regional Opportunity Initiatives, Inc. and Radius Indiana READI regional effort as described herein.
2. The Mayor and the Clerk-Treasurer are authorized to execute any and all documents necessary to establish membership in the Regional Opportunity Initiatives, Inc. and Radius Indiana READI regional effort.
3. This Resolution shall be effective immediately upon its passage.

PASSED AND ADOPTED by the Common Council of the City of Jasper, Indiana, this 23rd day of June, 2021.

Dean Vonderheide
Dean Vonderheide, Presiding Officer

ATTEST:

Allen Seifert
Allen Seifert, Clerk Treasurer

PRESENTED by me to the Mayor of the City of Jasper on this 23rd day of June, 2021 at the hour of 6:26 o'clock a.m./p.m.

Allen Seifert
Allen Seifert, Clerk-Treasurer

This Resolution approved and signed by me as the Mayor of the City of Jasper, Indiana, this 23rd day of June, 2021 at the hour of 6:27 o'clock a.m./p.m.

Dean Vonderheide
Dean Vonderheide, Presiding Officer

ATTEST:

Allen Seifert
Allen Seifert, Clerk Treasurer

Brown County Schools



BROWN COUNTY
SCHOOLS
NASHVILLE, INDIANA

Resolution of the Brown County Board of School Trustees

WHEREAS, the Indiana General Assembly in 2021 enacted, effective upon passage, the Regional Economic Acceleration and Development Initiative (READI) Fund pursuant to IC 5-28-41-7, *et seq.* which establishes the Regional Economic Acceleration and Development Initiative Fund to provide grants or loans to an eligible regional economic acceleration and development organization; and

WHEREAS, House Enrolled Act 1001 provides the Indiana Economic Development Corporation with the authority to spend \$500,000,000 under the READI Fund by providing up to \$50,000,000 in funds to regional organizations with the mission of accelerating efforts to attract and retain talent by working together to create high quality, vibrant, and dynamic places that stand out from a crowded field of options; and

WHEREAS, eleven counties in southwest central Indiana, now known as the Indiana Uplands, have been working together to advance economic prosperity in the region for more than 5 years; and

WHEREAS, the Indiana Uplands is a region replete with talent and resources, established industries and creative entrepreneurs, all with exceptional growth potential to meet the mission of this initiative; and

WHEREAS, IC 5-28-41-4 provides that a "qualified nonprofit organization" formed as a partnership between regional stakeholder entities and led by the private sector that includes two or more adjacent counties may apply for said funds; and

WHEREAS, Regional Opportunity Initiatives, Inc. (ROI) is a qualified nonprofit organization as defined by IC 5-28-41-4 working in the Indiana Uplands and led by the private sector through its Board of Directors with a mission to advance economic and community prosperity in the 11 counties of the Indiana Uplands which includes Brown, Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen and Washington counties; and

WHEREAS, ROI has partnered with Radius Indiana, an economic development partnership, to provide opportunity to the Indiana Uplands through the READI initiative; and

357 EAST MAIN STREET • NASHVILLE, INDIANA 47448 / PO BOX 38
812-988-6601 • browncountyschools.com



BROWN COUNTY
SCHOOLS
NASHVILLE, INDIANA

WHEREAS, ROI and its partners, Radius Indiana and the IU Center for Rural Engagement, have engaged with stakeholders throughout the Indiana Uplands region to build upon the work already in progress by our proud partners; and

WHEREAS, Brown County, a partner in the Indiana Uplands, desires to move forward with ROI and Radius Indiana in the creation of a READI Regional Plan to submit to the Indiana Economic Development Corporation by the August 31, 2021, deadline.

NOW, THEREFORE, BE IT RESOLVED, the undersigned Brown County Board of School Trustees determine that the Brown County Schools, shall join in the Regional Opportunity Initiatives, Inc. and Radius Indiana READI regional effort as desired herein.

This Resolution shall be effective on **June 24, 2021**.

RESOLVED this 24th day of June/July, 2021 by the Brown County Board of School Trustees

of Brown County, Indiana.

Brown County Board of School Trustees:


Carol Bowden, Board President

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812-988-6601 • browncountyschools.com

WestGate@Crane Technology Park



WESTGATE @ CRANE TECHNOLOGY PARK
WESTGATE ACADEMY
13598 EAST WESTGATE DRIVE, SUITE A
ODON, INDIANA 47562

INDIANA'S New Technology Region

June 30, 2021

Mrs. Tina Peterson, President
Regional Opportunity Initiatives, Inc.
100 S. College Ave. , Suite 240
Bloomington, IN 47404

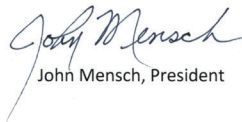
RE: WestGate @ Crane Technology Park participation in READI

Dear Mrs. Peterson,

The WestGate Authority on behalf of the WestGate @ Crane Technology Park fully supports being a partner in the Regional Economic Accelerator and Development Initiative (READI). We fully support regionalism and its long term impact on economic development.

It is, therefore, the WestGate Authorities strong desire to join with the ROI/Radius Indiana regional effort to submit a READI Plan to the Indiana Economic Development Corporation (IEDC). Please contact John Mensch, President, of the WestGate Authority with any questions or concerns at 812-384-5167 or johnmensch@1stsecurityinsurance.com

Very Respectfully,


John Mensch, President

 WESTGATECRANE.COM

APPENDIX V: PROJECT SUMMARIES - INNOVATION: ACTIVATING EMERGING DEFENSE OPPORTUNITIES

Anchor Project: Skywater							
Description	Skywater will establish Design Integrated Services at WestGate@Crane to provide the front-end of a storefront operation for radiation hardened microelectronics. Skywater intends to expand into radiation hardened test and evaluation at WestGate as well. Locating at WestGate allows Skywater to key off the existing infrastructure at NSWC Crane. Advanced Packaging is also a potential opportunity.						
Project Category	Innovation: Activating Emerging Defense Opportunities in the Indiana Uplands Defense Cluster						
Stakeholders & Partners	NSWC, Draper, Purdue, IU, Notre Dame, George Scalise Institute, NHanced, WestGate@Crane and others						
Location & Geographic Reach	Regional						
Estimated Timeline	Initiation within 12 months with completion: TBD						
Anticipated Impact	A critical step in developing capacity for the state and region to compete on a national scale in the U.S. semiconductor industry. Highly visible opportunity to signal the region's capacity to advance P3 partnerships that align with the mission set for NSWC Crane. Potential to bring numerous components of the microelectronics value chain together at WestGate and in the State. Opportunity to partner with West Lafayette region and others to magnify the potential of the opportunity. Implications for talent development through the SCALE Program. Significant opportunity to leverage local investments to secure federal funding available through a number of motivated sources. Jobs Created: to be determined but could be in the ballpark of 30 to 150 direct jobs with a potential indirect benefit of 5 to 1. Wages could be in the \$50 to \$100 million range.						
Sustainability Plan	Additional production will generate additional revenue for operations.						
Metrics and Models	Market growth, job creation, DoD capture, supply chain implications, tax revenue generation for host counties.						
Budget & Funding Sources	Description	Sources of Funds					Total
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
		TBD					
	TIF, EDIT, abatements, ARPA (estimated)		\$1,828,035				
	USG Funding			\$60,000,000			
						\$20,000,000	
	Total	TBD	\$1,828,035	\$60,000,000	\$0	\$20,000,000	\$81,828,035
Use of Funds	Costs to establish Design Integrated Services and Test/Evaluation capabilities at WestGate@Crane						
Other	Crane's leadership in microelectronics offers the region the opportunity to exceed where others might not in securing development and resource capture regarding the semiconductor market.						

ANCHOR PROJECT: NHANCED

DESCRIPTION	NHanced is positioned to be a front runner in the production of next-generation semiconductors, a concept called Foundry 2.0, that represents a pivot toward custom devices, flexible volumes, and greater affordability. NHanced will Develop a Foundry 2.0 facility at WestGate@Crane in four phases: Advanced Assembly, Advanced Organics, and Advanced Packaging before achieving a complete implementation of Foundry 2.0 in Phase 4. READI funding would allow NHanced to launch Phase 1 by building out a facility for state-of-the-art flip chip and wire bonding technologies. Funding will be leveraged to capture federal money to support the next three phases.						
PROJECT CATEGORY	Innovation: Activating Emerging Defense Opportunities in the Indiana Uplands Defense Cluster						
STAKEHOLDERS & PARTNERS	NSWC, Purdue, IU, WestGate@Crane, Skywater, and others						
LOCATION & GEOGRAPHIC REACH	Headquartered at the WestGate facility, but regional impact						
ESTIMATED TIMELINE	Project initiation within 12 months with completion in 15 months						
ANTICIPATED IMPACT	Will generate new jobs, advance regional microelectronics strategy, accelerate development at WestGate, support NSWC's missions, be a front runner in Foundry 2.0, and impact on counties' economic development Five to 20 jobs will be created in Phase 1 of this 4-Phase project; 50% skilled labor at \$55K avg/yr.; 25% engineers at \$100K avg/yr.; 25% management at \$65K avg/yr. Indirect jobs: 25 to 100						
SUSTAINABILITY PLAN	Local investment will leverage federal funding sources and allow NHanced to capture significant market share						
METRICS AND MODELS	Job creation, population growth, and growth in DoD capture						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	NHanced	\$5,000,000					
	TIF, EDIT, abatements, ARPA (estimated)		\$457,007				
	TBD			TBD			
	READI					\$5,000,000	
	Total	\$5,000,000	\$457,007	TBD	\$0	\$5,000,000	\$10,457,007
USE OF FUNDS	Build out 10,000 sq. ft. for flip/chip and wire bonding technologies (\$10,000,500)						

ANCHOR PROJECT: RELIABLE MICROSYSTEMS

DESCRIPTION	Reliable Microsystems will establish and lead a fabless design facility at WestGate@Crane to coordinate and facilitate U.S. Navy, and DoD integrated circuit and subsystem design for mission-critical applications.						
PROJECT CATEGORY	Innovation: Activating Emerging Defense Opportunities in the Indiana Uplands Defense Cluster						
STAKEHOLDERS & PARTNERS	NSWC and other ecosystem partners						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	Initiation within 12 months. Completion to be contract defined						
ANTICIPATED IMPACT	New jobs, advance regional microelectronics strategy, complement new development at WestGate, and support NSWC's mission. READI funding may leverage federal ME funding. Jobs created: two electrical engineers Ph.Ds. at \$78/hr, four at \$60/hr. Estimate four indirect jobs will also be created.						
SUSTAINABILITY PLAN							
METRICS AND MODELS	Job creation, population growth, and growth in DoD capture						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	RMS	\$4,000,000					
	TIF, EDIT, abatements, ARPA (estimated)		\$365,607				
	USG			\$5,000,000			
	Total	\$4,000,000	\$365,607	\$5,000,000	\$0	\$0	\$9,365,607
USE OF FUNDS	The above budget will be used to support costs across a range of activities, including labor costs (\$1,156,471.79); travel costs (\$102,434.64); rental costs (\$72,020); computer costs (\$29,602.92); networking costs (\$17,023); office equipment (\$3,912); other costs (\$144,679).						

ANCHOR PROJECT: UPLANDS SCIENCE AND TECHNOLOGY FOUNDATION @ WESTGATE (USTF)

DESCRIPTION	This recently established foundation is focused on accelerating the growth of WestGate@Crane Technology Park by transforming it into a research and innovation district with an emphasis on defense, microelectronics, and energy technology sectors. USTF will provide leadership and professional management to the Crane Technology Park, and READI funds will support proactive development of space for lease at the park, development of multiple buildings, and common area amenities. Programmatic funding will support the coordination of land management with the WestGate Authority, creating sustainable funding sources, proactive business development, and dedicated professionals. Ultimately USTF will create a place that attracts new businesses and workers to the region and provides a venue for collaboration between industry, education, and the public sector.						
PROJECT CATEGORY	Innovation: Activating Emerging Defense Opportunities in the Indiana Uplands Defense Cluster						
STAKEHOLDERS & PARTNERS	WestGate Authority, LEDOs, IEDC, IODD, NSA Crane and its tenants, park tenants, Purdue@WestGate, Indiana University, The University Finance Foundation (TUFF), ROI, IN3, White River Military Coordination Alliance (WRMCA).						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	Initiation within 12 months with completion within three years						
ANTICIPATED IMPACT	Accelerate growth of the park, establish an applied research strategy, foster small business growth, diversify DoD contract activity, contribute to state/region DoD spend, support talent pipeline growth, activate emerging opportunities, grow the park's sustainability, and new product development. Net New Industries = 350; Applied research investigators and support jobs = 20; internships/co-ops = 5; incubator jobs = 285						
SUSTAINABILITY PLAN	Properties developed/purchased will provide a sustainable funding source for the WestGate Science and Technology Foundation						
METRICS AND MODELS	Jobs created, startups launched, research dollars secured, small business growth, DoD contract activity generated, talent developed						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Private developers, nonprofits	\$7,500,000					
	TIF, EDIT, abatements, ARPA (estimated),		\$1,000,000				
						\$8,000,000	
	Total	\$7,500,000	\$1,000,000	\$0	\$0	\$8,000,000	\$16,500,000
USE OF FUNDS	The above funds would be divided across costs, including operational costs (\$3,000,000); hub construction (\$500,000); building design, acquisition, and construction (\$13,000,000).						

SUPPORTING PROJECT: REGIONAL DEFENSE STRATEGY

DESCRIPTION	TEconomy partners worked with Uplands partners and defense industry stakeholders to develop an implementation strategy for growing the defense ecosystem. Four entities will collectively advance the regional strategy with ROI providing organizational support and leadership. The proposed project will see initial operating and programming strategies.						
PROJECT CATEGORY	Innovation: Activating Emerging Defense Opportunities in the Indiana Uplands Defense Cluster						
STAKEHOLDERS & PARTNERS	IN3, IU, Radius Indiana, ROI						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	Initiation within 12 months with implementation in 12 to 18 months						
ANTICIPATED IMPACT	Anticipated impact of the strategy: 1. Supporting vibrancy in the R&D innovation environment for industry, universities, and the federal lab. 2. Translating market-driven research into products or processes that create economic value. 3. Supporting an entrepreneurship culture. 4. Providing skilled talent. 5. Creating high-quality places and supportive places.						
SUSTAINABILITY PLAN	Grants, industry participation, and partner resource contributions						
METRICS AND MODELS	Participants in projects, retention of talent, innovation projects advanced, and small businesses accelerated						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
		\$538,000		\$250,000		\$855,000	
	Total	\$538,000	\$0	\$250,000	\$0	\$855,000	\$1,643,000
USE OF FUNDS	The above funds would be divided across costs, including support costs (\$538,000); programming: STEM talent cohort, pilot grants for innovation projects, grants for accelerator participants (\$1,105,000).						

SUPPORTING PROJECT: SINGLE EVENT EFFECTS (SEE) TEST CENTER

DESCRIPTION	An Indiana Capture Team, initiated by IEDC, is pursuing a Single Events Effect Test Center in Indiana via the George Scalise Center. READI funding would be used for planning. The first 4-6 months of planning will include the development of a refined, market-based concept definition, and industry academia and the U.S. government engagement in refining concepts, and validating shaping requirements and demand. After the initial 4-6 months, the capture team would continue to further refine and pursue elicitation of requirements and assessment of interest and commitment across a wide range of commercial and government users. Deliverables within that timeframe are a market-based concept definition, identification and validation of potential users and their level of demand, improved performance requirements details, and supporting rationale.						
PROJECT CATEGORY	Innovation: Activating Emerging Defense Opportunities in the Indiana Uplands Defense Cluster						
STAKEHOLDERS & PARTNERS	IN3, NSWC Crane, ROI, Radius Indiana, IU, Purdue, Notre Dame, Draper, Sandia, Nine Twelve, Tech Source						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	Launching: Mid-Term 1 to 2 years; Duration: 3 years or more						
ANTICIPATED IMPACT	Establishing a Single Event Effects Test Center at WestGate that is sustainable and promotes economic growth and workforce development will help address the 80 percent shortfall in U.S. testing capacity. Building this facility would create a sustainable national capability for 50+ years, create high-paying jobs, provide an anchor for WestGate, bring dollars into the region from the facility users, and support research for the state's universities.						
SUSTAINABILITY PLAN	NA						
METRICS AND MODELS	Texas A&M University Cyclotron Institute (TAMU); Michigan University National Superconducting Cyclotron Lab (NSCL); Brookhaven National Laboratory, Tandem Van de Graaff, Single-Event Upset Test Facility (SEUTF); NASA Space Radiation Laboratory						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Philanthropic and Industry	\$1,000,000					
						\$1,000,000	
	Total	\$1,000,000	\$0	\$0	\$0	\$1,000,000	\$2,000,000
USE OF FUNDS	Current costs will be used for planning.						

APPENDIX VI: PROJECT SUMMARIES - INNOVATION: SUPPORTING GROWTH IN MANUFACTURING

ANCHOR PROJECT: WRIGHT RESOLVE AND THE PRACTICAL SCHOOL

DESCRIPTION	A master-planned industrial/business development will focus on four successful companies that make things that people can buy on-site. The four anchor companies produce lifestyle products in food/beverage, metal fabrication, wooden furniture, and coffee roasting. On-site, they will also jointly establish the Practical School, a training center and tourist destination that incorporates hands-on workshops, workforce development, and hospitality in a creative environment. The school may offer short-term training and product development options that activate small business startups and adult learners seeking a career change. READI funding would help with infrastructure costs, construction of the Practical School, and equipment.						
PROJECT CATEGORY	Innovation: Supporting Growth and Innovation in the Region's Manufacturing Sector						
STAKEHOLDERS & PARTNERS	Local government, state government, Cardinal Spirits, Bluestone Tree, Clutch Fabrication, Hopscotch Coffee, Ivy Tech						
LOCATION & GEOGRAPHIC REACH	Monroe County						
ESTIMATED TIMELINE	Initiation within 12 months with completion phased over 3+ years						
ANTICIPATED IMPACT	Job creation, new sales activity generating sales tax revenue, tourism growth, and new assessed value will generate tax revenue for public services, infrastructure, and schools. Workforce development through the Practical School will focus on skill development, experiential learning, and short-term training opportunities. Sixty jobs will be created over five years. Average wage of \$27.20/hr. Indirect job growth is estimated at 82 jobs.						
SUSTAINABILITY PLAN	Fees generated for public use of facilities will pay and create a revenue stream for operational, maintenance and upkeep, in structure compensation, and overhead.						
METRICS AND MODELS	Workforce development, including credentials, certificates, and credit through the Practical School, new business starts from skills training, increased tax revenue						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
		\$25,450,000					
			\$1,805,000				
				\$120,000			
						\$1,925,000	
	Total	\$25,450,000	\$1,805,000	\$120,000	\$0	\$1,925,000	\$29,300,000
USE OF FUNDS	The above funds would be divided across costs, including property purchase (\$1,000,000); design (\$50,000); site work/infrastructure (\$8,000,000); Cardinal Spirits: 60,000 sq. ft. building (\$2,750,000), equipment (\$1,500,000); Practical School: 40,000 sq. ft. building (\$3,500,000), equipment (\$500,000), IT/tech/computers (\$250,000); Bluestone Tree: 20,000 sq. ft. building (\$1,000,000); Clutch Fabrication: 8,000 sq. ft. building (\$375,000); Hopscotch Coffee: 4,000 sq. ft. building (\$375,000); residential buildings (\$10,000,000).						

SUPPORTING PROJECT: PROJECT VICIOUS

DESCRIPTION	A major employer located in Bloomington seeks to expand operations but requires utility infrastructure upgrades which pose a barrier to further expansion. A utility analysis from 2021 identifies most of the sewer is at maximum capacity, and some will be over capacity with additional flow. To facilitate the expansion the company must replace 1,570 feet of 18" clay sewer pipe with appropriately sized pipe from its facility to the sewer main and improve the sewer system downstream of the company one mile along an arterial corridor as it is close to maximum capacity when analyzed in peak flow condition.						
PROJECT CATEGORY	Innovation: Supporting Growth and Innovation in the Region's Manufacturing Sector						
STAKEHOLDERS & PARTNERS	City of Bloomington, City of Bloomington Utilities, IEDC, BEDC. Note: that the company cannot be disclosed at this time.						
LOCATION & GEOGRAPHIC REACH	City of Bloomington/Monroe County						
ESTIMATED TIMELINE	Engineering to start in 2021, with construction to follow in 2022.						
ANTICIPATED IMPACT	Upon completion, this project would create 1,885 new jobs and have a private investment of \$500,000,000 in capital improvements.						
SUSTAINABILITY PLAN	This is a one-time investment in infrastructure.						
METRICS AND MODELS	Employment growth, sector growth, average wages						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
		\$500,000,000				\$1,207,075	
	Total	\$500,000,000	\$0	\$0	\$0	\$1,207,075	\$501,207,075
USE OF FUNDS	The above funds would be divided across costs, including infrastructure (\$1,207,075), capital improvements to company (\$500,000,000).						

SUPPORTING PROJECT: JASPER ENGINES

DESCRIPTION	Jasper Engines will add up to 20,000 sq. ft. of additional space to their Power Drive Production Facility. Growth in the transmission product line has necessitated additional space for raw materials related to new product releases. The expansion will allow for additional production capacity and workforce growth.						
PROJECT CATEGORY	Innovation: Supporting Growth and Innovation in the Region's Manufacturing Sector						
STAKEHOLDERS & PARTNERS	Jasper Engines						
LOCATION & GEOGRAPHIC REACH	Dubois County						
ESTIMATED TIMELINE	Start within 12 months: Q3/Q4 2022; Completion: Q2 2023						
ANTICIPATED IMPACT	New jobs, increased production, and increased sales. Jobs created: ten new manufacturing jobs and manufacturing support positions. Avg wage for Power Drive Associates is \$18.80/hr. Indirect jobs creation: ten jobs.						
SUSTAINABILITY PLAN	Additional production will generate revenue						
METRICS AND MODELS	Job creation and increased production						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Jasper Engines	\$2,360,000					
						\$590,000	
	Total	\$2,360,000	\$0	\$0	\$0	\$590,000	\$2,950,000
USE OF FUNDS	The above funds would be used for construction (\$2,700,000) and interior improvements (\$250,000).						

SUPPORTING PROJECT: KIMBALL INTERNATIONAL EXPANSION

DESCRIPTION	Kimball International is a furniture manufacturer serving office and healthcare furniture needs. This will expand its capacity through the construction of additional warehouse space in Jasper Industrial Park to support manufacturing operations and distribution activities in Dubois, Spencer, and Washington Counties.						
PROJECT CATEGORY	Innovation: Supporting Growth and Innovation in the Region's Manufacturing Sector						
STAKEHOLDERS & PARTNERS	Kimball International						
LOCATION & GEOGRAPHIC REACH	Dubois						
ESTIMATED TIMELINE	Initiation within 12 months with completion in 18 to 24 months						
ANTICIPATED IMPACT	Supports the growth of Kimball International in the Uplands region. Will create additional jobs in Kimball facilities to support manufacturing and distribution activities. Avg wage = \$18.04/hr						
SUSTAINABILITY PLAN	Additional production will generate additional revenue for operations.						
METRICS AND MODELS	Sustainable job growth and increased production and sales.						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Kimball International	\$7,540,800					
						\$1,885,200	
	Total	\$7,540,800	\$0	\$0	\$0	\$1,885,200	\$9,426,000
USE OF FUNDS	The above funds would be used for construction of a 222,000 sq. ft. warehouse.						

SUPPORTING PROJECT: GENIE SUPPLY – CONSOLIDATED FACTORY

DESCRIPTION	Genie Supply will construct/renovate a space that can be used as a large, consolidated GMPc facility for cosmetics manufacturing to meet growing customer demand. In addition, they plan to add storage and third-party logistics services and create a direct to consumer line from their larger facility.						
PROJECT CATEGORY	Innovation: Supporting Growth and Innovation in the Region's Manufacturing Sector						
STAKEHOLDERS & PARTNERS	Genie Supply						
LOCATION & GEOGRAPHIC REACH	Lawrence County						
ESTIMATED TIMELINE	Initiation within 12 months to two years with completion in 2 to 3 years						
ANTICIPATED IMPACT	Capture share of beauty manufacturing in Indiana from CA, NJ, NY, FL. Attract clients from around the world. Create jobs in manufacturing, warehousing, material sciences (chemistry and R&D), creative science (digital marketing, inbound sales, entrepreneurial thinking). Host interns. Jobs created: 15 direct jobs; 26 indirect jobs						
SUSTAINABILITY PLAN	Increased capacity will sustain through increased revenue						
METRICS AND MODELS	Job creation, share of sector revenue, and revenue from newly launched business lines						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Private Funds	\$1,000,000					
	SBA				\$315,000		
						\$285,000	
	Total	\$1,000,000	\$0	\$0	\$315,000	\$285,000	\$1,600,000
USE OF FUNDS	The above funds would be divided across costs, including land acquisition (\$350,000); renovation (\$425,000); organic certification/audit (\$75,000); GMP certification audit (\$115,000); 3PL hires/onboarding (\$135,000); D2C line hires/onboarding (\$300,000); and D2C line launch/expansion (\$200,000).						
OTHER	Women founded, owned, managed.						

SUPPORTING PROJECT: NORTH/SOUTH CORRIDOR

DESCRIPTION	A proposed high-speed expressway-grade connection in Southern Indiana that would provide an improved transportation link between the interchange of Interstate 64 and U.S. 231 south of Huntingburg, Indiana, and Interstate 69 at an as-yet-undetermined location south of Bloomington, Indiana. It is a northbound extension of this four-lane expressway from I-64 to I-69, although the route has not been selected. It is anticipated to be both a bypass of the current alignment of U.S. 231 in Jasper and Huntingburg, and a through-route that would complete the corridor's improvements and provide the missing link between the major logistical hubs of the Indianapolis and Nashville, Tennessee metropolitan areas. Regional accessibility has been limited, both for individuals and freight. Counties to the east of I-69 and west of I-65 lack access to the north and south. U.S. 231 is generally a two-lane road that is often heavily congested, especially in Dubois County. Inadequate transportation infrastructure can cause a ripple effect of negative impacts through a region as it can lead to decreases in workforce attraction, tourism, and business activity. The Tier 1 Study and initial construction costs are represented in this project budget.						
PROJECT CATEGORY	Innovation: Supporting Growth and Innovation in the Region's Manufacturing Sector						
STAKEHOLDERS & PARTNERS	Mid-States RDA Partners: INDOT, USDOT, local governments						
LOCATION & GEOGRAPHIC REACH	Regional. Primarily Dubois, Lawrence, Monroe, Orange, Daviess, Martin, and Spencer						
ESTIMATED TIMELINE	The Tier 1 Study is expected to be completed by the end of 2021.						
ANTICIPATED IMPACT	The Tier 1 study will answer these questions: What kind of road will the highway be? Where will the road connect to I-69? How will the project be staged? The goals of the project, which were identified in the 2014 Governor's Blue-Ribbon Panel on Transportation Infrastructure as a Tier 2 statewide priority, are as follows: to improve business and personal regional activity in Dubois County and Southern Indiana; to improve regional safety in Southern Indiana; to support economic development in Southern Indiana; and to improve highway connections to existing major multi-modal locations from Southern Indiana.						
SUSTAINABILITY PLAN							
METRICS AND MODELS							
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Private Entities for Tier 1 Study	\$3,701,733					
	Public Entities for Tier 1 Study (City of Jasper and Huntingburg, Dubois County)		\$3,500,000				
	INDOT and USDOT for Initial Construction (\$25M in years 2022, 2023, 2024)			\$75,000,000			
	Total	\$3,701,733	\$3,500,000	\$75,000,000	\$0	\$0	\$82,201,733
USE OF FUNDS	The above funds would be use for a Tier 1 Study (private & public) and construction by state/federal government.						

SUPPORTING PROJECT: EV ELECTRIFICATION

DESCRIPTION	Strategic planning and consulting for a regional electrification strategy. Key components of planning should include a) light-duty/individual vehicles, b) public transportation, c) workplace transportation/commercial fleets, d) electric vehicle education, e) charging equipment and charging stations manufacturing, f) battery manufacturing, g) opportunities like the VW funded state partnership plan, and (h) alignment with other sections of I69 and other corridors beyond our region. Private/individual electric vehicle (EV) charging recommendation to include 20 sites across the region for level 2 chargers at \$15,000 each.						
PROJECT CATEGORY	Innovation: Supporting Growth and Innovation in the Region's Manufacturing Sector						
STAKEHOLDERS & PARTNERS	Electric utilities and providers, hard asset providers, INDOT, major employers, ESN, BIC, other I69 regions in Indiana, and many others						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	Study to be initiated in 2022. Completion will be determined by consultant. Charging stations: unknown						
ANTICIPATED IMPACT	A strategic plan will help to define the most effective strategies for this region and anticipated impact. Executing a forward-looking strategy and being proactive in implementing brings opportunities for attracting and retaining business, investment, resources and people.						
SUSTAINABILITY PLAN	To be determined in strategic planning						
METRICS AND MODELS	Models: Transportation Electrification Strategic Plan (Tacoma Power 2020); Action Plan to Accelerate Strategic Electrification in the Northeast (Northeast Energy Efficiency Partnerships 2018)						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	20 charging stations at \$15K each	\$300,000					
	Electrification strategic plan					\$100,000	
	Total	\$300,000	\$0	\$0	\$0	\$100,000	\$400,000
USE OF FUNDS	EV Charging Stations, Strategic Planning						

APPENDIX VII: PROJECT SUMMARIES - INNOVATION: FOSTERING ENTREPRENEURIAL ECOSYSTEMS

ANCHOR PROJECT: INDIANA AI ACCELERATOR

DESCRIPTION	<p>The Indiana AI Accelerator will leverage the artificial intelligence (AI) expertise at IU, including the new Luddy AI Center, to develop new dual-use technologies and startup companies that will drive economic prosperity in the Uplands region. The program will focus on developing dual-use technologies from the Luddy School of Informatics, Computing, and Engineering. The primary focus will be on leveraging Department of Defense applied research and commercialization funding streams to drive application-focused projects. The Accelerator will also support acceleration of technologies that can be incubated through IU Ventures' sports initiative. The IU Ventures alumni network will be called upon to bring new talent, expertise, and capital to the Uplands region.</p> <p>Bloomington is identified as one of 21 "AI federal research and contracting centers" with the potential to leverage AI for economic growth in the September 2021 report, "The Geography of AI: Which Cities will Drive the Artificial Intelligence Revolution?" by the Brookings Institution. The report identifies the close connection between university AI research and AI startup growth.</p>					
PROJECT CATEGORY	Innovation: Fostering Entrepreneurial Ecosystems					
STAKEHOLDERS & PARTNERS	The Mill, Elevate, IN3, Thinker Labs, Mitre, Stadia, NSIN, NSWC Crane, IU Athletics, Cook Center for Entrepreneurship, Techstars Sports, Dr. Lawrence Rink Center for Sports Medicine and Technology, Center for Elite Athlete Development					
LOCATION & GEOGRAPHIC REACH	Regional					
ESTIMATED TIMELINE	A four-year timeline, divided into three distinct phases: Phase 1 - Pre-launch, Phase 2 - Achieving a Minimum Viable Product, Phase 3 - Prototype Development/Venture Development.					
ANTICIPATED IMPACT	The AI Accelerator will create new technology applications that will be leveraged to create startups and to pursue long term contract opportunities with regional defense partners like NSWC Crane and IN3. It will attract new sources of capital and help grow new sources of capital and grow/retain regional workforce with AI expertise.					
SUSTAINABILITY PLAN	Internal staffing and support provided by IU will support this project into the future.					
METRICS AND MODELS	New technology applications leveraged, # of successful projects and teams, new business starts, patents, population growth, capital.					
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS				TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI
		\$1,575,000		\$555,000		\$3,195,000
	Post-Secondary				\$4,505,000	
	Total	\$1,575,000	\$0	\$555,000	\$4,505,000	\$3,195,000
USE OF FUNDS	The above funds would be divided across costs, including project seed funding (\$1,575,000), project personnel (\$1,725,000), program management (\$550,000), prototyping (\$550,000), external consulting (\$750,000), promotion and events (\$105,000), and travel (\$70,000).					

ANCHOR PROJECT: TRADES DISTRICT TECHNOLOGY CENTER

DESCRIPTION	The Trades District Technology Center will provide a hub that supports accelerated growth of the region's emerging tech sector. While the community has seen growth in startup resources in recent years, it has lacked specific resources focused on tech commercialization and centralized support for post-incubation tech startups. This is where the Trades District Technology Center will focus its efforts. The Center will include services for startup firms that have successfully passed the incubation phase or have demonstrated commercial viability, such as a minimum viable product, and are entering what is commonly referred to as the "Valley of Death." These services will be offered to de-risk startups facing the Valley of Death and to make potential innovations from existing companies more attractive for commercial development, and venture capital investment, if needed. The Tech Center will create a dynamic environment for both startups and existing firms to benefit from the exchange of ideas, expertise, and partnerships that enhance commercialization. The Center creates a hub dedicated to helping growing and mature tech firm thrive.						
PROJECT CATEGORY	Innovation: Fostering Entrepreneurial Ecosystems						
STAKEHOLDERS & PARTNERS	Existing and prospective tech companies, the City of Bloomington, Bloomington Economic Development Corporation, Indiana University - including the Innovation and Commercialization Office (ICO) and Luddy School among others, Gayle & Bill Cook Center for Entrepreneurship, Ivy Tech Community College-Bloomington, South Central Small Business Development Center, ROI, NSWC Crane, IN3, Purdue@WestGate, IU MESH, Elevate Ventures, and IU Ventures						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	The project would immediately kick off and has a four-year timeframe.						
ANTICIPATED IMPACT	866 jobs, including 530 direct jobs and 336 indirect and induced jobs. \$51.5 million private investment to be created over a 10-year project period. \$218 million total economic impact. The Trades District Technology Center will aid the local economy by diversifying employment options and attracting private investment in a burgeoning tech sector.						
SUSTAINABILITY PLAN	Long term sustainability will be supported by: office and event fees, commercialization services, private sponsorships, philanthropy and possible endowment (e.g., foundations, major gifts, grant revenue, possible equity stakes, and possible membership in the Tech Center).						
METRICS AND MODELS							
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Revenue Generated	\$75,000			\$142,492		\$1,381,361
	Building Operating Expenses				\$649,851		\$649,851
	Construction Costs		\$1,900,000	\$3,500,000			\$5,400,000
						\$1,163,869	
	Total	\$75,000	\$1,900,000	\$3,500,000	\$792,343	\$1,163,869	\$7,431,212
USE OF FUNDS	The above funds would be divided across costs, including staff/program expenses, building operating expenses, construction costs.						

SUPPORTING PROJECT: SBIR/STTR TRAINING AND MENTORING

DESCRIPTION	Investment to improve regional competitiveness for federal SBIR/STTR contracts and improve capability and capacity to land non-dilutive development capital. Will add talent development components to improve skills for capturing federal research, development, test, and acquisition.					
PROJECT CATEGORY	Innovation: Fostering Entrepreneurial Ecosystems					
STAKEHOLDERS & PARTNERS	Indiana PTAC, Third Coast Federal, Dimension Mill, IN3, other regional partners					
LOCATION & GEOGRAPHIC REACH	Regional					
ESTIMATED TIMELINE	This project has already begun and will continue indefinitely.					
ANTICIPATED IMPACT	Development of dozens of new jobs in the region, impacted by the total growth associated with Phase 1, 2, and 3 projects.					
SUSTAINABILITY PLAN	IN3 will support the sustainability of this project through federal grants and ongoing programming.					
METRICS AND MODELS	Patents and new business starts.					
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS				TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI
	Philanthropic & State	\$459,275	\$0	\$688,911	\$0	
						\$1,148,186
	Total	\$459,275	\$0	\$688,911	\$0	\$1,148,186
USE OF FUNDS	Supports to engage and prepare a business to successfully receive an SBIR award including outreach, recruitment, proposal writing, submission and mentorship.					

SUPPORTING PROJECT: THE KILN

DESCRIPTION

The Kiln Collective, LLC (TKC) has a comprehensive plan to redevelop the historic Kiln building located at 644 North Madison Street in Bloomington, IN. The Kiln is a critical component of the Trades District and the future of the region's entrepreneurial ecosystem. TKC has developed a vision for this space with several key goals and values in mind. These include: Be owned and occupied by local entrepreneurs and entrepreneurial companies; provide high-profile, graduation space for startups growing out of the Mill; bring much-needed grab-and-go food, drink, and public meeting space near the Mill; provide incubation space for upstart retail companies; include bold public art space that aligns with the Trades District aesthetic; enhance the Trades District architecture/skyline while protecting historic character; be designed and built by local architects and builders; utilize open green space and create additional gathering space; activate the Trades District with its initial public-private partnership; and be measured by the value created for the community over profit to the developer or revenue to the city. The team is comprised entirely of local entrepreneurs who have come together to create an owner-occupied space that will fulfill the mission of the Trades District by fostering creativity, innovation, collaboration, and job creation.

PROJECT CATEGORY

Innovation: Fostering Entrepreneurial Ecosystems

STAKEHOLDERS & PARTNERS

In addition to the local entrepreneur-occupant ownership group, the redevelopment of The Kiln will rely upon collaboration with the City of Bloomington, The Mill, the local Historic Preservation Commission, the Bloomington Redevelopment Commission, the Trades District management team, economic development resources such as the Bloomington Economic Development Corporation and Indiana Economic Development Corporation, regional resources such as ROI and private banking partners.

LOCATION & GEOGRAPHIC REACH

Located in Monroe County

ESTIMATED TIMELINE

Pre-construction activities completed in early 2022, construction from 2022 to 2023, Tenant possession in late 2023.

ANTICIPATED IMPACT

The Kiln will bring 90 jobs into the Trades District. Over the next three years, it is expected that 35-40 new jobs will be created. Of these jobs, over 50% are in the technology sector. The average hourly wage is \$30-\$35/ hour.

SUSTAINABILITY PLAN

If the initial redevelopment costs can be sufficiently offset, the pro-forma for The Kiln shows that it will be a self-sustaining entity of Class A office space.

METRICS AND MODELS

Key metrics will include: job creation, population growth, new business starts

BUDGET & FUNDING SOURCES

DESCRIPTION	SOURCES OF FUNDS					TOTAL
Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
Purchase of Building	\$50,000	\$350,000				
Construction	\$4,000,000				\$1,240,000	
Total	\$4,050,000	\$350,000	\$0	\$0	\$1,240,000	\$5,640,000

USE OF FUNDS

Purchase of building, construction.

SUPPORTING PROJECT: INBRIDGE ECOSYSTEM DEVELOPMENT

DESCRIPTION	INBRIDGE focuses on building a thriving ecosystem of traditional and nontraditional technology solution providers (small and mid-size industry and academia) in support of United States Government Federal Research & Development. INBRIDGE will expand upon the current successful NavalX Midwest Tech Bridge business model to foster collaboration between the broader federal government R&D community and Indiana-based technology solution providers to grow R&D budgets in the Uplands and the State of Indiana.					
PROJECT CATEGORY	Innovation: Fostering Entrepreneurial Ecosystems					
STAKEHOLDERS & PARTNERS	IN3, MetroStar, Artisan Electronics (and similar companies from throughout the region), NSTXL, IU, Purdue, broad Indiana defense industrial base					
LOCATION & GEOGRAPHIC REACH	Regional					
ESTIMATED TIMELINE	Five years, starting immediately					
ANTICIPATED IMPACT	<p>Job growth will vary based on the specific opportunities available. Using data on impacts already achieved by IN3 and its existing Navy Tech Bridge there is a path to steady growth with upward potential for exponential growth. With a \$1B pipeline, past performance supports a 20-25% win rate and a growth trajectory linked to a growing pipeline.</p> <p>End of Year 1: \$10M-\$20M in new business for Indiana based organizations with associated hiring of 30 to 50. End of Year 2: \$20M-\$50M in new business for Indiana based organizations with associated hiring of 50 to 80. End of Year 5: sustaining increase from Year 0 of Indiana based defense high tech work of \$200M annually with associated hiring of 300 to 500.</p>					
SUSTAINABILITY PLAN	IN3 will support the sustainability of this project through federal grants and ongoing programming.					
METRICS AND MODELS	<p>The INBRIDGE model will build upon NavalX Midwest.</p> <p>Key metrics will include: opportunity pipeline, commercial/industry allocation vs academic</p>					
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS				TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI
	INBRIDGE	\$658,770	\$0	\$988,155	\$0	\$1,646,925
	Total	\$658,770	\$0	\$988,155	\$0	\$1,646,925
USE OF FUNDS	Program design, support, implementation, and consultants					

APPENDIX VIII: PROJECT SUMMARIES - TALENT: ATTRACTION

ANCHOR PROJECT: REGIONAL TALENT ATTRACTION MARKETING STRATEGY

DESCRIPTION	The regional marketing strategy will build upon the Uplands regional brand already established and strategically launch an associated campaign intended to increase overall awareness of the region and grow population. The marketing strategy will leverage other marketing strategies to target social media, print material campaigns, and further develop the regional website to ensure a clear call-to-action for individuals who visit the site looking for more information regarding opportunities to live and/or work in the region. A regional talent attraction landing page will be created with specific links to regional resources for housing, employment, and educational resources for individuals interested in moving to the region.						
PROJECT CATEGORY	Talent: Attraction						
STAKEHOLDERS & PARTNERS	Regional Opportunity Initiatives, Radius Indiana						
LOCATION & GEOGRAPHIC REACH	National						
ESTIMATED TIMELINE	Project will kick off at the beginning of 2022, and the initial phase of the project will run for one year.						
ANTICIPATED IMPACT	The reach of the regional marketing campaign will be targeted toward specific communities and demographics. Anticipated greater regional brand awareness reaching the hundreds of thousands.						
SUSTAINABILITY PLAN	ROI will sustain the project for subsequent years and provide overall project management.						
METRICS AND MODELS	Metrics include the number of regional website visits, click-throughs, brand awareness, and direct engagement that leads to population growth.						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Marketing Strategy	\$500,000	\$0	\$0	\$0	\$655,000	
	Total	\$500,000	\$0	\$0	\$0	\$655,000	\$1,155,000
USE OF FUNDS	Social media marketing, print material campaigns, regional website development						

ANCHOR PROJECT: FIND YOUR OPPORTUNITY IN THE UPLANDS

DESCRIPTION	The strategy will target recruitment and engagement efforts to individuals who have some tie to the region by linking them to resources and connections on a regional attraction portal. ROI and Radius Indiana will cultivate employer partners who will commit to supplemental incentives (matching at least 1:1) for up to 40 individuals per year (for four years). Incentives will be \$5,000 (at least \$10,000 with employer match) and may be used for moving expenses and/or home/rental costs. Additionally, ROI will dedicate staff to serve as a liaison between counties and prospects in order to make the move as streamlined as possible. ROI will also work with counties to develop a peer mentoring and welcoming program for individuals new to the region.						
PROJECT CATEGORY	Talent: Attraction						
STAKEHOLDERS & PARTNERS	ROI, Radius Indiana, The Mill, Regional LEDOs						
LOCATION & GEOGRAPHIC REACH	National						
ESTIMATED TIMELINE	Launch immediately						
ANTICIPATED IMPACT	The region anticipates attracting 40 new residents per year, resulting in 160 new residents in 4 years.						
SUSTAINABILITY PLAN	N/A						
METRICS AND MODELS	Population Growth, Key Sector Employment						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Incentive Funds	\$800,000				\$800,000	\$1,600,000
	TMAP	\$0				\$1,038,000	\$1,038,000
	Support Staffing	\$240,000					\$240,000
	Choose Southern Indiana	\$315,000					\$315,000
	Total	\$1,355,000	\$0	\$0	\$0	\$1,838,000	\$3,193,000
USE OF FUNDS	Incentive funds, TMAP, Support staffing, Choose Southern Indiana						

SUPPORTING PROJECT: BLOOMINGTON REMOTE

DESCRIPTION	The Mill created Bloomington Remote to attract new talent to Bloomington. The program aims to bring ten new remote workers (with jobs) every year, giving each new worker a ready-made community in its coworking space and a package of concierge onboarding support programs. Bloomington Remote can also serve to highlight and supplement additional plans/programs designed at improving quality of place and diversity/inclusion. Within one month of launching the program, more than 50 people have applied to Bloomington Remote, and three people have accepted offers to move to Bloomington.						
PROJECT CATEGORY	Talent: Attraction						
STAKEHOLDERS & PARTNERS	The Mill, Visit Bloomington, TMAP						
LOCATION & GEOGRAPHIC REACH	Bloomington – Potential to expand to entire region						
ESTIMATED TIMELINE	Currently deployed, will run for the entirety of the READI grant						
ANTICIPATED IMPACT	Bloomington Remote anticipates bringing ten new residents to the Bloomington community every year for the next four years.						
SUSTAINABILITY PLAN	The Mill will continue to administer and manage the Bloomington Remote program with internal staff. There may be opportunities to more closely coordinate with other regional attraction programs to scale and sustain the initiative into future years.						
METRICS AND MODELS	Population growth and increased average wage						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Incentives	\$294,000		\$30,000	\$25,000	\$476,500	\$825,500
	Total	\$294,000	\$0	\$30,000	\$25,000	\$476,500	\$825,500
USE OF FUNDS	The private match for this comes from four sources. First, The Mill has committed to 10 lifetime memberships per year for four years (at a rate of \$6,600 per membership). That equates to a total of \$264,000 in matching dollars. Second, The Mill has hired a consultant to design the program at a rate of \$15,000. Third, there is a sponsorship from Century 21 of \$10,000. Finally, the Mill has secured an additional \$60,000 with half from Velocities (private) and half from ARPA (State Federal).						

APPENDIX IX: PROJECT SUMMARIES - TALENT: RETENTION

ANCHOR PROJECT: GROW HERE IN THE UPLANDS

DESCRIPTION	The Grow Here IN the Uplands project will consist of three distinct strategies that are interconnected and coordinated in an effort to retain more talent within the region/state and combat brain drain. The three strategies are: 1) create a regional opportunity portal to connect college students to employment experiences, 2) an engagement strategy to more fully connect college students to the region and communities, and 3) incentive funding that encourages the hiring of college students. This project will seek to connect students on regional campuses to regional volunteer and community development opportunities, creating a greater sense of place and awareness of the region. Finally, ROI will oversee an employment incentive program aimed at transitioning regional students into full-time, high-wage careers. The program will specifically provide funding to offset employer internship costs (up to 50% of the total amount paid to an intern/apprentice) if the student transitions to full-time employment within six months.						
PROJECT CATEGORY	Talent: Retention						
STAKEHOLDERS & PARTNERS	ROI, IU, Ivy Tech, Vincennes University						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	The project will kick off in year one and scale to full functionality during years 2, 3, and 4.						
ANTICIPATED IMPACT	The goal is to connect and retain 5% of the students who graduate from college within the region. That would be a rate of 400 individuals for four years, a total of 1600 individuals.						
SUSTAINABILITY PLAN	ROI will sustain the program through ongoing maintenance of the portal and staffing after grant dollars are expended.						
METRICS AND MODELS	Overall retention, population growth, key sector employment						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Portal Development	\$100,000				\$600,000	\$700,000
	EARN Dollars			\$500,000			\$500,000
	Incentive Funds –Employer	\$1,000,000				\$1,000,000	\$2,000,000
	Reverse Scholarships	\$200,000				\$200,000	\$400,000
	IU Corps / CRE Programming					\$265,000	\$265,000
	Support Staffing	\$160,000				140,000	\$300,000
	Total	\$1,460,000	\$0	\$500,000	\$0	\$2,205,000	\$4,165,000
USE OF FUNDS	Portal development, EARN dollars, Incentive funds, reverse scholarships, IU Corps/CRE programming, support staffing						

APPENDIX X: PROJECT SUMMARIES - TALENT: DEVELOPMENT

ANCHOR PROJECT: REGIONALLY COORDINATED CAREER COACHING & MENTORSHIP

DESCRIPTION	This program will build upon existing successful Career Coaching models to create a coordinated system for the region that serves as a link between schools, postsecondary programs, and employers. High school students, postsecondary students, and adult learners will benefit from an access point to resources, placement into jobs, as well as accountability and support in pursuing a relevant career path. Mentorship will be incorporated and can continue one to two years after the completion of a high school graduation, a high school equivalency program, certificate, or key industry-recognized credential.						
PROJECT CATEGORY	Talent: Development						
STAKEHOLDERS & PARTNERS	Regional Opportunity Initiatives (lead), IU, Ivy Tech, Vincennes University, regional schools, employers						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	2022 - 2024 and beyond						
ANTICIPATED IMPACT	Population growth through coordinated and systemic career coaching and mentorship						
SUSTAINABILITY PLAN	Private contributions to a regional networked system for career coaching and mentorship. Intermediary organization private funding contributions.						
METRICS AND MODELS	Increased educational attainment rates, completion rates, and talent retention in the region. Models: Ivy Tech Career Coaching and Employer Connections, Indiana University Bloomington Career Advising Corps, and Skillful Indiana Career Coaching Corps.						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Intermediary Support	\$250,000				\$50,000	\$300,000
	Post-Secondary Anchor Institution			\$1,573,913		\$300,000	\$1,873,913
	Total	\$250,000	\$0	\$1,573,913	\$0	\$350,000	\$2,173,913
USE OF FUNDS	Intermediary coordination of programming, salary and wages, and cost of convenings, postsecondary institution resources, postsecondary staffing, and program development.						
OTHER	Sources of funding include state/federal Ivy Tech dollars that qualify as match for READI and private match from ROI's Career Coaching Fellowship program. The HEERF dollars are supporting Ivy Tech's Ivy Plus program, which is frozen tuition, free textbooks, and free classes after 12 credits.						

ANCHOR PROJECT: IVY TECH APPRENTICESHIP EXPANSION FOR ALIGNED SECTORS

DESCRIPTION	Building on the success of current/existing apprenticeship programs, funds will be used to partner with industry sectors to create new apprenticeship programs that will connect students to open positions. Funds will also be used to host training sessions and cover the costs associated with the programs. New apprenticeship programs will be built based on priority sectors, including Advanced Manufacturing, IT, Industrial Technology, and more. The goal is to create new paths such as cybersecurity, general IT, industrial technician, and industry 4.0. This apprenticeship expansion program emulates the success of Ivy Tech’s Biomanufacturing Apprenticeship training, which will continue to be a part of Ivy Tech’s overall apprenticeship programming.						
PROJECT CATEGORY	Talent: Development						
STAKEHOLDERS & PARTNERS	Ivy Tech (lead), regional schools, employers, Regional Opportunity Initiatives, adult education providers, Work One, justice system, veterans						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	Ready to launch. Fully scoped for four years of implementation.						
ANTICIPATED IMPACT	Population growth through talent development and retention						
SUSTAINABILITY PLAN	Private contributions via employer partners, intermediary organization private funding contributions, and higher education state/federal dollars.						
METRICS AND MODELS	Increased educational attainment rates, completion rates, and talent retention in the region. Models: Ivy Tech Biomanufacturing Apprenticeship program.						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Ivy Tech Apprenticeship Expansion			\$1,098,000		\$366,000	\$1,464,000
	BioMed Apprenticeship			\$854,000			\$854,000
	Total	\$0	\$0	\$1,952,000	\$0	\$366,000	\$2,318,000
USE OF FUNDS	Beyond start-up costs, the major costs would be the instructor fees and facility availability (instructor salary, consumables, course materials, part-time program manager, marketing, student supplies, curriculum development, and first-year start-up equipment to make program portable to other counties).						
OTHER	Sources of funding include Ivy Tech salary, facility and technology, existing equipment, Perkins funding, and Ivy Tech Foundation equipment match						

SUPPORTING PROJECT: CODE SCHOOL

DESCRIPTION	The Code School is a 10-week cohort-based program that is focused on quickly getting people into jobs in the digital economy, and is tailored to individuals seeking to develop new skills or become proficient in a variety of in-demand technologies associated with IT Administration. The Mill and Ivy Tech partnership will run three cohorts per year, which will upskill a total of 75 participants yearly. Ivy Tech will support participants through career readiness programming, and The Mill will provide professional development and job placement. Job placement support is a key differentiator from other traditional skills and career accelerated programs. The program also focuses on upskilling those who are under/unemployed or underrepresented in tech-related careers (such as women, people of color, and LGBTQ+). Job seekers will earn LinkedIn certifications, Upskilling certification, and industry-recognized CompTIA Network+ certification to advance their careers while simultaneously working on the tactics needed to secure a new job.						
PROJECT CATEGORY	Talent: Development						
STAKEHOLDERS & PARTNERS	The Mill (lead), Ivy Tech, City of Bloomington, Duke Energy						
LOCATION & GEOGRAPHIC REACH	Monroe County, with potential to be scalable or replicable throughout the region.						
ESTIMATED TIMELINE	This program is fully scoped. Launch 2021. Duration through 2024 and beyond.						
ANTICIPATED IMPACT	A technologically skilled workforce meeting the needs of today's technologically advanced industries.						
SUSTAINABILITY PLAN	Private, local, and regional partner contributions to continue the program beyond the first three years.						
METRICS AND MODELS	Metrics: Increased educational attainment rates, completion rates, diversity, and talent retention in the region. Models: Microsoft Upskilling and Gener8tor.						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Code School Start-up and Operating	\$34,500	\$10,000				\$44,500
	Code School Operating					\$652,500	\$652,500
	Total	\$34,500	\$10,000	\$0	\$0	\$652,500	\$697,000
USE OF FUNDS	7 cohorts over 4 years: Equipment (\$23,500), personnel (\$527,000), technology (\$34,500), events (\$62,000), and marketing (\$50,000)						
OTHER	Sources of matching dollars include \$34,500 from Duke Energy Private/Nonprofit funds and \$10,000 from City of Bloomington						

SUPPORTING PROJECT: LIFE SCIENCES SIX SIGMA TRAINING

DESCRIPTION	Six Sigma training for the life sciences sector will focus on growing technical talent in the area of Six Sigma training and coaching 2A level technical skills Black Belts and is intended to be a deep dive into the technical aspects of data and data analysis. The program combines individual coaching, self-reflection, and measurable evidence of improvement. Includes access to a learning management system that enables progress tracking and return on investment. Accredited by Cardiff University Lean Competency System. Participants include engineers and project leaders who want to deliver system-level improvement. The course provides the essential people and process skills to enable sustainable system transformation. All courses can be delivered in-person or virtual. Participants earn a Lean Competency certificate upon successful completion of the program.						
PROJECT CATEGORY	Talent: Development						
STAKEHOLDERS & PARTNERS	Cook Medical and other key life sciences sector partners						
LOCATION & GEOGRAPHIC REACH	Monroe and Owen counties						
ESTIMATED TIMELINE	An estimated 100 participants over four years						
ANTICIPATED IMPACT	Leadership enabled organizations that advance the life sciences sector.						
SUSTAINABILITY PLAN	Private, local, and regional partner contributions to continue the program beyond the first three years.						
METRICS AND MODELS	Increased number of life sciences employees in leadership roles, improved productivity, larger number of certified Six Sigma Black Belts						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Life Sciences Six Sigma Training	\$1,358,896				\$339,724	\$1,698,620
	Total	\$1,358,896	\$0	\$0	\$0	\$339,724	\$1,698,620
USE OF FUNDS	Client-specific program customization, training, project coaching, accreditation, program production, travel, account management. An estimated 96-100 participants over four years at \$140,510 per cohort (\$153,010 for the first cohort).						
OTHER	Source of matching dollars includes a private match of 80% of the total from life sciences employers.						

SUPPORTING PROJECT: IVY TECH SKILLS ACADEMY

DESCRIPTION	This program answers a need for small-scale skills-focused training that would help a company grow its workforce. The goal would be to create a training fund that companies could tap into to help them grow and expand the work they do. The training would be created based on sector demand, and the series of training would be prioritized to expressed information from employers and labor market data. For the actual training, classes would be organized in days/time/format that allow multiple companies to send staff to the same training session. By having individuals from multiple organizations attend a session, the classes will also create a talent ecosystem that has companies exchanging ideas and best practices throughout their existing teams. Example training programs include CompTIA certifications (A+, Security+, Cloud+) and manufacturing needs (GD&T, Lean, ISO, GMP, documentation, OSHA, SACA). Participants will earn relevant certification(s) upon successful completion. This program aligns with and Ivy Tech’s new Industry 4.0 degree called Smart Manufacturing and Digital Integration. The certification for Industry 4.0 has been developed by the Smart Automation Certification Alliance, whose mission is to develop and deploy modular Industry 4.0 certifications.						
PROJECT CATEGORY	Talent: Development						
STAKEHOLDERS & PARTNERS	Ivy Tech (lead), regional industry partners, Work One, academic institutions						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	Ready to launch and is fully scoped for four years of implementation.						
ANTICIPATED IMPACT	A skilled workforce meeting the needs of today’s advanced industries, including Industry 4.0						
SUSTAINABILITY PLAN	Private, local, and regional partner contributions to continue the program beyond the first four years.						
METRICS AND MODELS	Increased educational attainment rates, completion rates, and talent retention in the region.						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Ivy Tech Skills Academy			\$689,000		\$85,000	
	Total	\$0	\$0	\$689,000	\$0	\$85,000	\$774,000
USE OF FUNDS	Funds would be used to develop new training and host the skills camps. Ivy Tech currently offers similar classes under Next Level Jobs funded programs, but this additional funding would add the ability to host sessions for participants who are not eligible for Next Level Jobs (typically due to earning a prior degree) or hosting classes for skills that are not currently approved for Next Level Jobs training.						
OTHER	Sources of matching dollars include State/Federal Ivy Tech salary, facility, and technology, existing equipment, Perkins funding, Department of Labor, Ivy Tech Foundation equipment match						

SUPPORTING PROJECT: SUPPLY & LOGISTICS PATHWAY IN DEFENSE

DESCRIPTION	A pathway for Product, Supply, & Logistics in the defense sector. There is a need to fill 100 positions in the next five years, and this program is being constructed as stackable credentials to include a 24-hour certificate that leads to a 60-hour associate of applied science with full application to a standard bachelor's degree. The proposed pilot cohort would include military veterans and a partnership with IN Vets. All Uplands counties can be served in this program, and one goal would be to attract veterans to the region. This is an opportunity to establish the Uplands as a hub for product support education, which does not exist currently in the country.						
PROJECT CATEGORY	Talent: Development						
STAKEHOLDERS & PARTNERS	NSWC Crane (lead), Ivy Tech, IN Vets, Commercial Defense Contractors						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	Launch by the end of 2021 with a duration of 3 or more years.						
ANTICIPATED IMPACT	National leader in product support education.						
SUSTAINABILITY PLAN	With proof of successful implementation, additional students and veterans will enroll. Potential private investment from the sector could sustain the program and grow their available talent pool.						
METRICS AND MODELS	A unique defense-focused modernized education program that will attract military veterans to the region. Increased degree positions, increased placement percentage, and increased industry infrastructure will be contributing metrics. Retention of talent in the region as a result of cohort recruitment, including high school students and current defense employees for upskilling.						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Tuition Support			\$514,872		\$1,029,744	\$1,544,616
	Software					\$350,000	\$350,000
	Total	\$0	\$0	\$514,872	\$0	\$1,379,744	\$1,894,616
USE OF FUNDS	Tuition support and updated software (WRR, OPUS)						
OTHER	Ivy Tech will allow in-state tuition fees for out-of-state vets, given that the initial recruiting will be to attract veterans to the region. Eventually, work study can be offered by NSWC Crane and commercial contractors while taking classes to offset living expenses.						

SUPPORTING PROJECT: UPSKILL WORK & LEARN

DESCRIPTION	Regional Opportunity Initiatives' UpSkill Work and Learn Initiative offers a viable solution for developing and retaining regional talent. Informed by the modern youth apprenticeship model, this program focuses on concrete skill attainment during high school, transferable credits, practical employment experience, and industry-recognized credentials. Students who apply and are selected to participate in UpSkill will have a range of options available to them upon graduation. This includes direct employment and postsecondary studies. Students apply during their sophomore year in high school and interview with employers before being selected as employees for 2-3 years while also going to high school and completing postsecondary dual credit.						
PROJECT CATEGORY	Talent: Development						
STAKEHOLDERS & PARTNERS	Regional Opportunity Initiatives (lead), regional postsecondary anchor institutions, regional K-12 schools, employer partners Ascend Indiana & the Partnership to Advance Youth Apprenticeship						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	Design and launch by the end of 2021. Implement first cohort 2022-2024.						
ANTICIPATED IMPACT	Available and robust talent pool in the Uplands' three key sectors						
SUSTAINABILITY PLAN	Private, local, and regional partner contributions to continue the program beyond the first three years.						
METRICS AND MODELS	Job placement in high-demand occupations, talent retention in the region. Models: CareerWise Colorado, Horizon Education Alliance, Central Indiana Modern Apprenticeship Program, Swiss Model for Youth Apprenticeship						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Ascend Indiana & PAYA Network	\$115,000					\$115,000
	Employer Wage Contribution	\$520,000					\$520,000
	Supervisor/Point Person for Oversight (employers)	\$50,000					\$50,000
	Programming Costs					\$366,000	\$366,000
	Total	\$685,000	\$0	\$0	\$0	\$366,000	\$1,051,000
USE OF FUNDS	K-12 stipends for school team leads, materials, costs for convenings, student equipment, costs of barrier mitigation, marketing, data collection, impact analysis, supervising intermediary staff costs						
OTHER	Sources of funding match include Ascend Indiana/PAYA, employer wages to students per cohort, and employers providing an employee for supervision and oversight						

SUPPORTING PROJECT: REGIONAL TRADES CENTER

DESCRIPTION	Establishment of a physical asset in Crawford County that will provide services and training to job seekers and high school graduates. They will have the opportunity to train up in the trades and other jobs that require postsecondary certifications and credentials. Existing programs are 45 minutes – 1 hour away, which limits the number of students and adults who can travel to participate. Currently, there is a high need for trade skills and certifications. The opportunity presents itself in the form of a 10-acre 35,000 square foot elementary school in Crawford County that was left vacant less than five years ago. The current owner has maintained the building in good order for anticipation of development. The Regional Trades Center would provide access and resources to train people in pathways such as construction and industrial digital tech. Training for basic safety and machining certifications would build much-needed capacity in the construction and manufacturing supply chain markets. There is potential for the facility to also provide short-term housing for adult learners that are enrolled in training programs.					
PROJECT CATEGORY	Talent: Development					
STAKEHOLDERS & PARTNERS	Postsecondary partners and community education coalitions to provide the faculty resource for training. Community partners and local officials. Economic and community development organizations. WorkOne, DWD, and Department of Labor. Private foundations whose mission is workforce development. Local school districts. Local redevelopment commissions that utilize tax increment financing.					
LOCATION & GEOGRAPHIC REACH	Crawford County and surrounding counties.					
ESTIMATED TIMELINE	Start-up in year 1 (2022), build out years 2&3 (2023, 2024), sustained in year four and beyond.					
ANTICIPATED IMPACT	Population growth through developing and retaining a skilled workforce.					
SUSTAINABILITY PLAN	Private, local, and regional partner contributions to continue the program beyond the first three years.					
METRICS AND MODELS	Number of students and adults completing training programs, number of program and job placements, number of applications and interviews, percent retained in the region. Models: WyoTech Training Programs & Ivy Tech Cyber Academy @ Muscatatuck Urban Training Center.					
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS				TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI
	Regional Trades Center	\$750,000				\$750,000
	Total	\$750,000	\$0	\$0	\$0	\$750,000
USE OF FUNDS	Start-up capital and operations funds. Faculty resources, improving facility, supplies, equipment, marketing, personnel.					
OTHER	Potential match sources include private sector employers, workforce development entities, community organizations, in-kind postsecondary resources.					

APPENDIX XI: PROJECT SUMMARIES - PLACE: HOUSING

ANCHOR PROGRAM: INFRASTRUCTURE REVOLVING LOAN FUND

DESCRIPTION	<p>A program to loan or grant funds to help developers or local units of government with the cost of infrastructure expansion and/or capacity related to housing or commercial development. This program/fund will provide needed gap financing and serve projects that are not eligible for other funding sources or where those sources are not sufficient to complete the project.</p> <p>Funding is available from other entities for infrastructure. Many of those funding sources are for specific types of development or may require system failures in need of correction or simply are not a good fit for small developments. As part of this program, the Program Administrator would develop an advisory committee with members from USDA – Rural Development, State of Indiana Office of Community and Rural Affairs, Indiana Department of Environmental Management, Indiana Finance Authority, Radius Indiana, and other appropriate agencies to work with communities to solve their infrastructure funding issues. A similar committee exists at the State level, but this committee will focus on Uplands issues of all sizes and types. This committee will extend the life of the Revolving Fund by utilizing other funding when possible.</p>						
PROJECT CATEGORY	Place: Housing						
STAKEHOLDERS & PARTNERS	Private developers, local units of government, USDA, OCRA, IDEM, IFA, Radius Indiana						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	Program parameters to be completed Q1 2022, with lending/granting to commence Q2 2022.						
ANTICIPATED IMPACT	This program will aid in the development of at least 250 single-family housing units (170 immediately funded – see Supporting Project details). Projects funded through this program will add assessed value to the property tax base, income tax from households occupying the units, and economic impact of new residents/workers spending in the Uplands. This program will generate a substantial match through the development of the properties that include private investment by the developers.						
SUSTAINABILITY PLAN	The program is a revolving loan fund with granting incentives specifically for workforce housing (80-125% AMI). Loan proceeds are recycled through the fund for future lending/granting.						
METRICS AND MODELS	<p>Metrics: Total housing units developed, changes in assessed values, linear feet of infrastructure expansion/capacity, return on investment (tax impact for community)</p> <p>Model: Council of Development Finance Agencies Revolving Loan Funds Resource Center</p>						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
						\$5,000,000	\$5,000,000
	Total	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000
USE OF FUNDS	Capitalize the Infrastructure Revolving Loan Fund (\$5,000,000)						

ANCHOR PROJECT: BLOOMINGTON HOSPITAL SITE REDEVELOPMENT

DESCRIPTION	A multi-phased, mixed-use project that will create a diverse and inclusive community by providing a variety of housing types for different income levels. This project will include 833 housing units (multi-family, townhomes, and single-family) as well as 43,000 sq. ft. of retail space. An additional 31,196 sq. ft. of arts and culture space will be developed to complement existing surrounding assets such as the B-Line Trail. Units affordable to low-income households (approximately 20%) will be spread throughout the site and across a variety of housing typologies.						
PROJECT CATEGORY	Place: Housing						
STAKEHOLDERS & PARTNERS	City of Bloomington, State of Indiana (LIHTC), private developers, Bloomington Redevelopment Commission (TIF)						
LOCATION & GEOGRAPHIC REACH	W. 2nd Street, Bloomington/Monroe County						
ESTIMATED TIMELINE	Demolition will commence after the hospital moves to its new site in November 2021. Infrastructure construction will start following demolition. Parcels will be available for development in 2023. An estimated 336 units of all types and 16,100 sq. ft. of retail space will be under construction or completed by 2025. The remainder is scheduled to be completed by 2035.						
ANTICIPATED IMPACT	661 market-rate units, four units at 100% AMI, seven units at 80% AMI, 61 units at 70% AMI, 100 units at 50-60% AMI. Public amenities will include a pedestrian street and greenway with pavilion/plaza space along the B-Line Trail. This property is within walking distance of downtown Bloomington and an employment center. Upon completion, SB Friedman Development Advisors estimate that the multi-family assessed value would be \$70.6M and the retail assessed value would be \$2.5M. This project will support approximately 844 construction jobs with a new payroll of \$35,644,993 (Hoosier Energy Economic Development impact report).						
SUSTAINABILITY PLAN	The market study shows an absorption rate of 14-18 owner-occupied units, 52-83 multi-family units, and 4,300 sq. ft. of retail space per year. The project timeline develops properties at a rate that the market can easily absorb.						
METRICS AND MODELS	Metrics: Number of new construction starts, median home value to household income Model: City of Bloomington - Bloomington Hospital Site Redevelopment Master Plan						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	TIF, HOME, Abatement		\$35,800,000				
	Private Developer	\$35,789,639					
						\$1,500,000	
	Total	\$35,789,639	\$35,800,000	\$0	\$0	\$1,500,000	\$73,089,639
USE OF FUNDS	Site acquisition (\$6,500,000), Site preparation (\$6,700,000), Infrastructure (\$29,300,000), Unit development (\$30,598,639)						

ANCHOR PROJECT: WASHINGTON MARKET RATE APARTMENTS

DESCRIPTION	Development of 144 units of one-, two-, and three-bedroom rental units in six structures along East National Highway approximately 2 miles from the I-69 interchange. The Indiana Uplands Housing Study shows a need for 560 rental units in Daviess County by 2030. Local government assistance will come from a combination of TIF funds, tax abatement, and fee waivers.						
PROJECT CATEGORY	Place: Housing						
STAKEHOLDERS & PARTNERS	Simplified Developments (developer), City of Washington						
LOCATION & GEOGRAPHIC REACH	East National Highway, Washington/Daviess County						
ESTIMATED TIMELINE	Development to begin within one year. Completion in 3+ years.						
ANTICIPATED IMPACT	In addition to 144 units of workforce housing, this project should generate about three full-time jobs (industry standard) with an estimated \$500,000 - \$750,000 in operational expenses, much of which will flow to local businesses such as landscaping, building maintenance, cleaning, insurance, etc. This project will support approximately 149 construction jobs with a new payroll of 46,282,663 (Hoosier Energy Economic Development impact report).						
SUSTAINABILITY PLAN	This is a one-time investment for construction. The ongoing expenses will be covered by the income produced from the property.						
METRICS AND MODELS	Metrics: Number of new construction starts – multi-family						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	TIF, Abatement		\$350,000				
	Private Developer	\$13,875,000					
						\$350,000	
	Total	\$13,875,000	\$350,000	\$0	\$0	\$350,000	\$14,575,000
USE OF FUNDS	Unit development & construction (\$13,875,000), On-site infrastructure (\$700,000)						

ANCHOR PROJECT: 25 HOUSES BY '25

DESCRIPTION	This project will rehabilitate/reconstruct single-family homes in the \$90,000 - \$125,000 price range. Paoli High School's Building & Trades class will work collaboratively with the IU Center for Rural Engagement/Architecture Design School to use innovative building techniques to develop, rehab, or repair 25 homes in Paoli.						
PROJECT CATEGORY	Place: Housing						
STAKEHOLDERS & PARTNERS	Orange County Housing Task Force, Indiana University Center for Regional Development/Architectural Design, Paoli High School students, local developers, local lenders, Redevelopment Commission, local REALTORS						
LOCATION & GEOGRAPHIC REACH	City of Paoli/Orange County						
ESTIMATED TIMELINE	The project recently commenced. Funding will be for infrastructure in order to do future phases.						
ANTICIPATED IMPACT	These projects will create property comps for other housing developments and provide construction experience to students interested in the trades. This project could be replicable throughout the region.						
SUSTAINABILITY PLAN	Property sale proceeds will be recycled into the program.						
METRICS AND MODELS	Metrics: Number of new construction starts – single-family, number of students in Building & Trades class						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Private Developer	\$149,500					
	City, OCRA		\$160,000	\$345,000	\$2,500		
						\$1,048,500	
	Total	\$149,500	\$160,000	\$345,000	\$2,500	\$1,048,500	\$1,705,500
USE OF FUNDS	Construction costs (\$595,000), Infrastructure (\$1,048,500), Operational expenses (\$62,000)						

SUPPORTING PROJECT: COOK GROUP TEXAS PIKE WORKFORCE HOUSING

DESCRIPTION

This development is modeled off the IHCD Anchor Employer project approved for Orange County, Indiana. Cook Group will develop 90 three-bedroom single-family workforce housing units in the \$150,000 - \$180,000 range. The intention is to market units to Cook employees first and then offer them to individuals employed by an Owen County employer.

These properties will be for sale to new homeowners. As of August 2021, Owen County has 2.6 months of inventory, indicating a relatively high demand (Indiana Association of REALTORS Market Report). As of September 21, 2021, there are 45 homes for listed sale in Owen County, and 23 of those homes have a status of Contingent/Accepting Back-up Offers. Only ten are listed at or below \$180,000, and only three do not currently have an offer to purchase. (www.homefinder.org) These units should be quickly absorbed into the market.

PROJECT CATEGORY

Place: Housing

STAKEHOLDERS & PARTNERS

Cook Group, City of Spencer/County of Owen

LOCATION & GEOGRAPHIC REACH

Spencer/Owen County

ESTIMATED TIMELINE

Project approval/groundbreaking may happen within one year with an estimated completion of 3-5 years.

ANTICIPATED IMPACT

In addition to providing workforce housing to 90 households, this project should support 216 construction jobs with a new payroll of \$9,103,685 (Hoosier Energy Economic Development impact report).

SUSTAINABILITY PLAN

This is a one-time investment.

METRICS AND MODELS

Metrics: Number of new construction starts – single-family

BUDGET & FUNDING SOURCES

DESCRIPTION	SOURCES OF FUNDS					TOTAL
Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
Developer	\$17,335,000					
					\$1,312,000	
Total	\$17,335,000	\$0	\$0	\$0	\$1,312,000	\$18,667,000

USE OF FUNDS

Infrastructure (\$1,312,000), Construction (\$17,335,000)

SUPPORTING PROJECT: COOK GROUP ABBEYDELL ROAD WORKFORCE HOUSING

DESCRIPTION	<p>This development is an approved project in the IHCD's Anchor Employer program and will create 75 single-family housing units in five phases, with the first three phases designed as workforce housing. As with many developments in the Uplands, infrastructure is a significant barrier to development. This development has sewer capacity to serve 7 to 8 homes on the existing line but would need to expand lateral capacity and sewer service to the rest of the development.</p> <p>These properties will be for sale to new homeowners. As of August 2021, Orange County has 3.5 months of inventory which indicates relatively high demand. As of September 21, 2021, there are 25 homes for listed sale in Orange County (www.sira.org). Only ten are listed at or below \$150,000. (Note: Southern Indiana REALTORS Association does not note property status on the listing.) These units should be quickly absorbed into the market.</p> <p>Covenants placed on these properties limit the sale to individuals who are employed by an Orange County employer as part of the IHCD Anchor Employer program.</p>						
PROJECT CATEGORY	Place: Housing						
STAKEHOLDERS & PARTNERS	Cook Group (French Lick Resort), Spring Valley Bank & Trust, other local banking institutions, Town of West Baden Springs, Town of French Lick, Orange County Economic Development Partnership						
LOCATION & GEOGRAPHIC REACH	City of West Baden Springs/Orange County						
ESTIMATED TIMELINE	Phase 1 (first 7/8 houses with sewer hook-ons) is currently underway. Build out of the entire development will be more than three years.						
ANTICIPATED IMPACT	In addition to providing housing to 75 households, this project should support 156 construction jobs with a new payroll of \$7,107,650 (Hoosier Energy Economic Development impact report).						
SUSTAINABILITY PLAN	This is a one-time investment in infrastructure improvements, noting that increasing capacity may allow for further extensions in the future.						
METRICS AND MODELS	Metrics: Number of new construction starts – single-family						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Private developer	\$12,400,000					
	IHCDA			\$1,000,000			
						\$2,100,000	
	Total	\$12,400,000	\$0	\$1,000,000	\$0	\$2,100,000	\$15,500,000
USE OF FUNDS	Land (\$1,100,000), Water/Sewer Infrastructure (\$2,100,000), Roads & Storm (\$2,300,000), Construction (\$10,000,000)						

SUPPORTING PROJECT: HELSEL COMMERCE PARK HOUSING

DESCRIPTION	Helsel Commerce Park will offer 40+ units in a mix of single-family, multi-family, and patio homes constructed on 20 acres of a 130-acre mixed-use park. These homes will be “move up” homes freeing up other inventory for sale. The budget is for infrastructure only. Lots will be sold to developers for housing construction. These properties will be for sale to home homeowners.					
PROJECT CATEGORY	Place: Housing					
STAKEHOLDERS & PARTNERS	Washington Economic Growth Partners, developers, Washington County Redevelopment Commission, City of Salem, Washington County Community Foundation, Salem Planning Commission					
LOCATION & GEOGRAPHIC REACH	Washington County					
ESTIMATED TIMELINE	Development to begin within one year with completion to be within 5 years.					
ANTICIPATED IMPACT	The Indiana Uplands Housing Study shows a need for 523 units of owner-occupied housing in Washington County by 2030. As of August 2021, Washington County has 1.9 months of inventory which indicates high demand (Indiana Association of REALTORS Market Report). The property is located in close proximity to State Route 56, a major corridor in the Uplands, providing homes that make easy commuting to other areas in the region.					
SUSTAINABILITY PLAN	This is a one-time investment to spur needed development by assisting with infrastructure. Additional housing may be possible if this project proves successful.					
METRICS AND MODELS	Metrics: Number of new construction starts, median home value to household income					
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS				TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI
	Private Developer	\$330,000				
	WCEGP		\$110,000			
						\$110,000
	Total	\$330,000	\$110,000	\$0	\$0	\$110,000
USE OF FUNDS	Infrastructure (\$550,000)					

SUPPORTING PROJECT: CLAY STREET TOWNS

DESCRIPTION	Development of 16 two-bedroom townhomes on Spencer's south side with under-unit parking. These units will be available for sale or rent. As of August 2021, Owen County has 2.6 months of inventory, indicating a relatively high demand (Indiana Association of REALTORS Market Report).						
PROJECT CATEGORY	Place: Housing						
STAKEHOLDERS & PARTNERS	Developer (Trillium Woods)						
LOCATION & GEOGRAPHIC REACH	Spencer/Owen County						
ESTIMATED TIMELINE	The project will commence in 6-12 months, with phase 1 (8 units) ready in 12 months and phase 2 (8 units) completed in 24 months.						
ANTICIPATED IMPACT	The Indiana Uplands Housing Study shows a need of 1,282 units, both owner-occupied and rental in Owen County by 2030. Owen county saw the greatest out-migration in the age cohort between 20 and 24 but an in-migration of 35 to 44-year-olds. The county appears attractive to established households or those starting families but may lack the housing that both the 20-25 cohort and empty-nesters may desire. This project could help fill that gap.						
SUSTAINABILITY PLAN	This is a one-time investment to spur "missing middle" housing development.						
METRICS AND MODELS	Metrics: Number of new construction starts – single-family						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Private developer	\$457,038					
						\$1,815,204	
	Total	\$457,038	\$0	\$0	\$0	\$1,815,204	\$2,272,242
USE OF FUNDS	Property acquisition (\$76,000), Demolition (\$27,000), Design (\$12,000), and Construction (\$2,272,240)						

SUPPORTING PROJECT: INDIANA FURNITURE LOFTS

DESCRIPTION	Adaptively repurpose the Indiana Furniture Company building located just north of downtown Jasper into 146 loft-style apartments with 3,000 sq. ft. of maker space.						
PROJECT CATEGORY	Place: Housing						
STAKEHOLDERS & PARTNERS	Anderson Partners LLC/AP Development LLC, Indiana Furniture Company, City of Jasper, Dubois Strong						
LOCATION & GEOGRAPHIC REACH	Jasper/Dubois County						
ESTIMATED TIMELINE	Project to commence in 12-24 months with a completion date of 2 years.						
ANTICIPATED IMPACT	The Indiana Uplands Housing Study shows a need for 937 rental units by 2030 in Dubois County. Loft-style apartments are attractive to renters who enjoy unique charm, urban living, and expansive space. This project is estimated to add five FTEs from the residential management/maintenance component and ten FTEs in the Maker Space.						
SUSTAINABILITY PLAN	This would be a one-time investment to adaptively reuse a historic building to provide needed housing in Jasper. Local Government funding will be primarily project-based TIF. Jasper has successfully added new rentals to its market over the last few years, but the majority of those have been income-based developments. This project will preserve Jasper's industrial heritage with the repurpose of this building while bringing a product to market that is attractive to young professionals. Given Jasper's strong local job market, these units should be absorbed quickly.						
METRICS AND MODELS	Metrics: Number of new construction starts – multi-family						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Private developer	\$19,800,000					
	TIF, Abatement, General fund		\$6,600,000				
						\$6,599,998	
	Total	\$19,800,000	\$6,600,000	\$0	\$0	\$6,599,998	\$32,999,998
USE OF FUNDS	Construction (\$32,999,998)						

APPENDIX XII: PROJECT SUMMARIES - PLACE: DIGITAL INCLUSION

ANCHOR PROJECT: “MAKE READY” BROADBAND

DESCRIPTION	<p>A collaboration with rural electric cooperatives to install new or upgrade existing electric utility poles that can carry internet fiber optic cable to rural areas. This funding would fill financial gaps to enable providers to complete installations to rural areas.</p> <p>This process must be completed when an internet service provider is expanding fiber service to a new geographic area on utility poles owned by another entity (electrical service provider). This process can delay the deployment of fiber and add substantial costs to a project. This cost must be paid in advance of work to “make ready” the pole for installation. This program could assist providers in getting those requests to electric cooperatives (or Duke) and providing funding to move projects along as quickly as possible.</p>					
PROJECT CATEGORY	Place: Digital Inclusion					
STAKEHOLDERS & PARTNERS	Rural electric cooperatives and internet service providers					
LOCATION & GEOGRAPHIC REACH	Regional					
ESTIMATED TIMELINE	Program could start immediately.					
ANTICIPATED IMPACT						
SUSTAINABILITY PLAN	This is a one-time investment to assist in meeting the goal of at least 85% of Uplands residents to 100/100 service through this program and other means such as Next Level Connections (NLC) funding.					
METRICS AND MODELS	Metrics: Number of households, farms, businesses, and anchor institutions added through NCL and private investment					
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS				TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI
						\$3,000,000
	Total	\$0	\$0	\$0	\$0	\$3,000,000
USE OF FUNDS	“Make Ready” pole installations/repairs					

ANCHOR PROJECT: FIXED WIRELESS SOLUTION

DESCRIPTION	Uplands topography creates challenges for providers to offer broadband at speeds that are necessary in today's world. Deployment of fiber takes time and significant funding in areas of low-density housing/businesses. This pilot project will provide a fixed wireless solution from a fiber hub located in Owensburg, Indiana, that will serve approximately 30 homes. If successful, this solution could be replicated to other locations within the Uplands.						
PROJECT CATEGORY	Place: Digital Inclusion						
STAKEHOLDERS & PARTNERS	Internet Service Provider (Smithville), Jackson Township Trustee, Jackson Township Advisory Board, local small businesses, and residents						
LOCATION & GEOGRAPHIC REACH	Hwy 45/Main Street, Owensburg, Indiana/Greene County						
ESTIMATED TIMELINE	The project could start immediately with applying for approvals, and build-out may take up to three years.						
ANTICIPATED IMPACT	This is a pilot project that would impact 30 homes. If sufficient speed is provided, it could be replicated in other areas where fiber installation will take years to reach.						
SUSTAINABILITY PLAN	This pilot project would look at the take rate for households to see if it makes financial sense to create these solutions in other areas.						
METRICS AND MODELS	Metrics: Take rate for households/businesses served by this solution.						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Private investment	\$10,000					
						\$171,400	
	Total	\$10,000	\$0	\$0	\$0	\$171,400	\$181,400
USE OF FUNDS	Installation						

SUPPORTING PROJECT: REGIONAL DIGITAL HELPLINE

DESCRIPTION	This program would provide Tier 1 (basic) technology support services to residents of the Uplands through a helpline managed by Ivy Tech Bloomington and staffed by IT students. Support could include things like hooking a device to the internet, downloading an app, completing an online application, or joining a virtual class, meeting, or appointment. School systems noted that providing equipment alone was not enough; their families needed help in getting them set up to use. Further, as telehealth becomes more common, seniors will need assistance in accessing those necessary services.						
PROJECT CATEGORY	Place: Digital Inclusion						
STAKEHOLDERS & PARTNERS	Ivy Tech Bloomington, school systems, Area Agencies on Aging						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	Months 1–6 would include purchasing necessary equipment, hiring staff, and training students. Months six and beyond would include advertising the service and assisting residents.						
ANTICIPATED IMPACT	This project can have a broad impact on the Uplands residents by providing those residents in need of technical support systems/assistance. If successful, this program could serve as a model for other areas of Indiana.						
SUSTAINABILITY PLAN	This is a pilot project. If successful, the Uplands Digital Inclusion Advisory Team would work with Ivy Tech Bloomington to secure sponsorship of the helpline.						
METRICS AND MODELS	Metrics: Number of residents served by the line.						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Ivy Tech			\$155,000			
						\$434,400	
	Total	\$0	\$0	\$155,000	\$0	\$434,400	\$589,400
USE OF FUNDS	Operations (\$587,400); Equipment (\$2,000)						

SUPPORTING PROJECT: DIGITAL EQUITY NAVIGATOR

DESCRIPTION	The Navigator will guide/facilitate the connection of residents and organizations to broadband by providing information on subsidy programs and assisting with applications, provide training on internet use, and address other gaps and needs as identified by the Uplands Regional Digital Inclusion Plan and the City of Bloomington's Digital Equity Strategic Plan. The Navigator will work in the Uplands' more urban areas such as Bloomington, Jasper, Bedford, and Washington. They will also work in collaboration with Digital Inclusion Fellows at Regional Opportunity Initiatives (ROI) and Southern Indiana Development Corporation (SIDC).						
PROJECT CATEGORY	Place: Digital Inclusion						
STAKEHOLDERS & PARTNERS	ROI, SIDC, City of Bloomington, local units of government, Purdue Center for Regional Development (PCRD)						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	This Navigator could be hired and deployed upon funding confirmation.						
ANTICIPATED IMPACT	This Navigator would impact the residents and businesses of the Uplands by helping eliminate barriers that keep them from utilizing the internet to their fullest potential.						
SUSTAINABILITY PLAN	This program is anticipated to be supported after the initial two-year start-up phase by a coalition of local government and nonprofit organizations in the Uplands.						
METRICS AND MODELS	Metrics: Increased adoption rates of broadband, number of residents who subscribe to subsidy programs. As part of the Regional Digital Inclusion Plan, PCRD conducted a survey of Uplands residents, which could be done again at the end of the two-year period to assess success.						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	City of Bloomington		\$20,000				
						\$150,000	
	Total	\$0	\$20,000	\$0	\$0	\$150,000	\$170,000
USE OF FUNDS	Operations (\$170,000)						

APPENDIX XIII: PROJECT SUMMARIES - PLACE: SMALL BUSINESS

ANCHOR PROGRAM: RECAST CITIES

DESCRIPTION	Encourages local leaders to identify businesses that are ready to expand into their own storefront space in communities' downtown (Ex: microbrewery, small furniture manufacturer, candy shop/bakery). Ideal companies are those that have some production/manufacturing that increases the value of the raw material inputs then combines the production with retail sales in the same location.						
PROJECT CATEGORY	Place: Small Business						
STAKEHOLDERS & PARTNERS	Lead: Radius Indiana; Partners: LEDOs, building owners, USDA						
LOCATION & GEOGRAPHIC REACH	Currently in Radius region (8 counties). Hope to expand to all 11 counties.						
ESTIMATED TIMELINE							
ANTICIPATED IMPACT	A successful business will do three things: 1) provide manufacturing employment/wages, 2) occupy downtown space with retail presence that adds to pedestrian customer traffic, and 3) employees contribute and are customers for other downtown businesses. As downtown areas become more vibrant, there will be increased tourism and local resident traffic. Increase local business ownership and property assessed values.						
SUSTAINABILITY PLAN	Radius to assume administration after two years of administering through a consultant. After the READI grant expires, Radius will charge communities a nominal fee (~\$1,000) to participate. Revolving loan program will sustain itself through repayment of loans, but a second tranche of USDA funds could be pursued.						
METRICS AND MODELS	# of new businesses established, # of new employees, # of loans made (and paid back)						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Radius in year 1	\$30,000					
	Radius in year 2, 3 and 4 (\$25K x 3 yrs.)	\$75,000					
	Community contribution \$3K/yr. over 4 years		\$60,000				
	Radius' \$10K grant from SBDC to launch year 1			\$10,000			
	Supplement scope of work and expand services to all 11 counties					\$75,000	
	Total	\$105,000	\$60,000	\$10,000	\$0	\$75,000	\$250,000
USE OF FUNDS	Operations						

ANCHOR PROGRAM: CDFI FRIENDLY BLOOMINGTON

DESCRIPTION	CDFI Friendly Bloomington will work to attract regional and national CDFI funding across the region to address entrepreneurship and affordable housing challenges.						
PROJECT CATEGORY	Place: Small Business						
STAKEHOLDERS & PARTNERS	Lead: CDFI Friendly; Partners: Bloomington, City of Bloomington, ROI, CDFIs						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	Launching: Mid-Term 1 to 2 years; Duration: 3 years or more						
ANTICIPATED IMPACT	Program funding will allow CDFI Friendly to expand its reach across the region and provide needed gap financing for Uplands projects.						
SUSTAINABILITY PLAN	READI funds will help CDFI Friendly attract projects for CFB financing from outside CDFIs, which will generate revenue through loan servicing fees.						
METRICS AND MODELS	Amount of dollars invested, housing units created, revenue generated						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Private banking institutions	\$95,000					
	Federal Grant from CDFI Fund			\$125,000			
	CDFI Operating Budget (\$145K/yr. over 3 yrs.)	\$435,000					
	Project investments					\$450,000	
	Total	\$530,000	\$0	\$125,000	\$0	\$450,000	\$1,105,000
USE OF FUNDS							

ANCHOR PROJECT: HARD TRUTH HILLS EXPANSION

DESCRIPTION	Hard Truth Hills is a popular destination craft distillery located in Brown County, Indiana. Hard Truth Distilling Co. is Indiana's largest craft distillery that also operates a full-service restaurant and a tours and tastings center. Due to its success, the company is ready to expand its operations. The project proposes the development of four separate buildings: 1) A two-bedroom tourist cabin on the Nashville, Indiana property, 2) the construction of a 20,000-barrel rack house, 3) construction of a storage warehouse, and 4) the installation of high-speed bottling equipment to meet the demand of growing sales.						
PROJECT CATEGORY	Place: Small Business						
STAKEHOLDERS & PARTNERS	Lead: Hard Truth Hills Distilling Co.						
LOCATION & GEOGRAPHIC REACH	Primarily Brown County, Indiana. Will attract tourists from all over the region and state.						
ESTIMATED TIMELINE	All construction planned to begin in 2022						
ANTICIPATED IMPACT	The cabin will attract more visitors and create two new jobs. The rack house will allow Hard Truth to increase production, resulting in a 24-hour operation and four new specialized production jobs. Relocating the warehouse from Bartholomew County to Brown County will create six more jobs. Currently, bottling operation is contracted out to a facility in Kentucky, but Hard Truth hopes to bring it to the region. If high-speed bottling equipment is installed, it will create eight new jobs, two of these highly skilled positions. These projects will also increase the local tax base from increased visitor spending.						
SUSTAINABILITY PLAN	Revenue streams will keep capital projects sustainable, especially with increased revenue from expanded operations.						
METRICS AND MODELS	Make Hard Truth a national brand, be sold in more than ten states, # of jobs created						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
		\$5,440,000				\$1,360,000	
			TBD				
	Total	\$5,440,000	\$0	\$0	\$0	\$1,360,000	\$6,800,000
USE OF FUNDS	Cabin Construction (\$300,000); Rack House Construction (\$3,000,000); New Warehouse (\$2,000,000); High-Speed Bottling Equipment Installation (\$1,500,000)						

SUPPORTING PROGRAM: INTAP 2.0

DESCRIPTION	The Indiana Technical Assistance Program (INTAP) is a small business development initiative of the Indiana Small Business Development Center and is hosted locally at the Bloomington Ivy Tech Campus through the South Central ISBDC. INTAP currently assists small businesses across the Uplands region to undertake projects that require specialized assistance by providing funding to work with a vendor that offers technical and professional services. INTAP 2.0 will build upon the success seen in the INTAP project by providing greater access to funding, more coordinated intake and support through the South Central ISBDC, and further engagement with regional partners, such as The Mill and ROI.					
PROJECT CATEGORY	Place: Small Business					
STAKEHOLDERS & PARTNERS	Lead: Indiana Small Business Development Center (ISBDC) and Ivy Tech; Partners: ROI, The Mill, WestGate Academy, Elevate Ventures, IU Venture, LEDOs					
LOCATION & GEOGRAPHIC REACH	Regional					
ESTIMATED TIMELINE	Launching: Near-Term immediately to 1 year; Duration: 3 years or more					
ANTICIPATED IMPACT	The program has been a major success, providing an ROI of over 17:1 for funds invested. Over \$1 million has been invested in over 150 projects in the past five years since being piloted locally around Monroe County. If expanded and scaled up, this kind of success could be the reality for all 11 eleven counties. Implementing a program like this would help increase the number of small businesses and entrepreneurs in the region.					
SUSTAINABILITY PLAN	Ivy Tech manages the program for the ISBDC and will do this for all 11 counties.					
METRICS AND MODELS	# of small businesses established and selling products/services, Return on investment					
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS				TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI
		\$50,000				
						\$252,650
	Total	\$50,000	\$0	\$0	\$0	\$252,650
USE OF FUNDS	Operations					

APPENDIX XIV: PROJECT SUMMARIES - PLACE: TOURISM

ANCHOR PROGRAM: TOURISM MARKETING AND BRANDING

DESCRIPTION	A campaign to market the Uplands brand to attract tourists to the region and take advantage of the assets unique to the region. It will also contribute to attracting and retaining people to live and work in the region.						
PROJECT CATEGORY	Place: Tourism						
STAKEHOLDERS & PARTNERS	Lead: Radius Indiana; Partners: Consultant, private industries, ROI, LEDOs						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	2021-2022: planning effort; 2022-2024: carry out campaign annually						
ANTICIPATED IMPACT	Attract more tourists to the region and the Uplands to be a recognized brand.						
SUSTAINABILITY PLAN	After a 3-year paid-for campaign, tourism will be thriving and attracting visitors by word-of-mouth and recognizability.						
METRICS AND MODELS	Models: Inspired by Iceland, Visit Frisco, WV Tourism; Metrics: # of visitors to tourist attractions						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Radius for programming (\$125K in yr. 1 \$400K following yrs.)	\$1,325,000					
	Industry Partners (\$100,000 in 2022 \$200K in 2023-24)	\$500,000					
	Local CVB (Convention and Visitor Bureaus) Contributions		\$331,000				
	Indiana Firsts READI region match			\$990,000			
						\$990,000	
	Total	\$1,825,000	\$331,000	\$990,000	\$0	\$990,000	\$4,136,000
USE OF FUNDS	Programming						

ANCHOR PROJECT: MONON SOUTH TRAIL

DESCRIPTION	In order to acquire the entire rail line to build the trail, the seller is requesting \$5.5 million. Acquisition costs will be split between the Indiana Uplands (\$903,882.35), One Southern Indiana (\$1,069,117.65), Radius Indiana (\$500,000), and the State of Indiana (DNR). If awarded, the Indiana Uplands and One Southern Indiana will allocate \$2 million total in READI funds to the acquisition cost.						
PROJECT CATEGORY	Place: Tourism						
STAKEHOLDERS & PARTNERS	Radius Indiana, Indiana Uplands, One Southern Indiana, Cook Group, IU CRE, Indiana University Southeast, Ohio River Greenway Commission, local governments						
LOCATION & GEOGRAPHIC REACH	Lawrence, Orange, and Washington. Will connect five counties when completed: Lawrence, Orange, Washington, Clark, and Floyd						
ESTIMATED TIMELINE	Unknown at this time. Dependent on being awarded Next Level Trails funding.						
ANTICIPATED IMPACT	When completed, the trail will be fulfilling a priority that came out of the Indiana Bicentennial Visioning project, to “link urban and rural areas” by extending and connecting trails as a strategy to retain and grow population in the State. Trail will have the following outcomes and impacts: enhance desirability for relocation and population growth throughout the southern Indiana region; bring powerful outcomes and far-reaching benefits to every community located along the 68-mile corridor; connect residents and tourists alike to cultural opportunities providing economic benefits throughout south central Indiana; and provide opportunities for all people to be physically active outdoors, addressing issues related to public health and chronic disease.						
SUSTAINABILITY PLAN	A newly incorporated nonprofit entity, Southern Indiana Trailways, Inc., has been established by Radius Indiana to serve as the owner of the South Monon Trail and will work with local and state governments, volunteer groups, and outside parties to design the trail and establish standards for signage and upkeep, as well as serve as the funding source for ongoing maintenance of the trail. Local governments will act in partnership with Southern Indiana Trailways to be responsible for funding the maintenance of The South Monon Trail. Funding could be derived from public funds and from partnerships with private entities and foundations.						
METRICS AND MODELS	Model: Monon Rail Trail (Indianapolis); Metrics: # of annual visitors, length of trail completed						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Radius (land acquisition and construction)	\$1,000,000					
	Uplands					\$930,882	
	DNR			\$3,000,000			
	Next Level Trails			\$11,260,632			
	Local Match READI					\$2,111,369	
	Local Match Counties		\$703,790				
	ARPA (\$10K/yr. for 3 towns/cities for 3 yrs.		\$90,000				
	Cook Group	\$250,000					
	Total	\$1,250,000	\$793,790	\$14,260,632	\$0	\$3,042,251	\$19,346,673
USE OF FUNDS	Land Acquisition and construction						

SUPPORTING PROJECT: JASPER TOURISM CENTER

DESCRIPTION	Visit Dubois County is undergoing plans to offer a tourism center in the middle of the tourism triangle in what is known as the “Old Jasper” district. This new epicenter/district is the place reaching the highest significant growth throughout the region. This “Old Jasper” district location is also home to a variety of events, plus the seasonal farmer’s market. An ideal property has been found. Construction and remodeling costs are a barrier to the Visit Dubois County organization.						
PROJECT CATEGORY	Place: Tourism						
STAKEHOLDERS & PARTNERS	Lead: Visit Dubois County, Inc.; Partners: Dubois County Community Foundation, Kimball International, Dubois County Tourism Commission, City of Jasper, Redevelop Old Jasper Coalition						
LOCATION & GEOGRAPHIC REACH	Primarily Dubois County but will encourage tourism in surrounding counties						
ESTIMATED TIMELINE	Near-Term: immediately to 1 year; Construction: 6 months to 1 year						
ANTICIPATED IMPACT	Relocating Visit Dubois County operations to this tourism triangle epicenter will serve all attractions throughout the area at a better capacity, informing visitors of the many options available to them, and encourage them to increase their visit/stay to take in the many Southern Indiana offerings, including French Lick, Holiday World, Lincoln State Park, cave attractions, Patoka Lake, etc. Visit Dubois County will also invest more resources to increase office hours to help with weekend traffic, especially the Saturdays in the months of May to September (the peak tourism season). An economic impact analysis showed that this project would directly create four jobs amounting to \$126,957 in labor income.						
SUSTAINABILITY PLAN	It will allow Visit Dubois to have personal discussions, allowing staff to target attractions that align with visitors’ interests so they can see the many offerings available to them now and in the future. It is much less expensive to market visitors to come back to an area than to try and reach visitors 1:1. The focus would be on enhancing visitor experiences and creating frequent visitors.						
METRICS AND MODELS	# of customers, increase is tourists to attractions						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Visit Dubois County	\$37,000					
	READI (may be less if private companies donate)					\$63,000	
	Total	\$37,000	\$0	\$0	\$0	\$63,000	\$100,000
USE OF FUNDS	Construction and remodeling.						

SUPPORTING PROJECT: AVOCA PARK

DESCRIPTION	Avoca Park's colonial-style home (Hamer House) needs improvements to be ADA accessible in order to hosts events. Improvements include the construction of an ingress/egress ramp and hard surface sidewalk, wheelchair-friendly bathroom, and the replacement of front doors that accommodate wheelchairs. A strong volunteer group will be doing the labor.						
PROJECT CATEGORY	Place: Tourism						
STAKEHOLDERS & PARTNERS	Lead: Avoca Park and Recreation of Marshall Township; Partners: Lawrence County Redevelopment Commission, Eppler Institute, IU CRE, volunteers						
LOCATION & GEOGRAPHIC REACH	Lawrence County						
ESTIMATED TIMELINE	Construction: 6 months to 1 year						
ANTICIPATED IMPACT	Visitors are primarily local, but some out-of-county and state visitors have come to the park. With the addition of the ADA renovations, more people who are disabled will be able to utilize the facility for meetings, reunions, weddings, and other events. Branding and public relations efforts will be able to include that it as ADA accessible, which will interest a more widespread audience.						
SUSTAINABILITY PLAN	For the ADA project, maintenance will be performed by the volunteer group that is now doing similar work in the rest of the park. Starting in June of 2022, Marshall Township will begin receiving funding from an approved park levy. These funds will be budgeted to include any maintenance that may be required in the upkeep of the appliances and ramps that would be installed as a result of the grant.						
METRICS AND MODELS	# of events held, # of visitors to the park						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Ready Communities (hasn't been drawn down)	\$89,252					
	Lawrence County Redevelopment Commission		\$40,000				
	IU Center for Rural Engagement			\$15,000			
	READI to make ADA improvements					\$10,000	
	Total	\$89,252	\$40,000	\$15,000	\$0	\$10,000	\$154,252
USE OF FUNDS	Construction of ramp, sidewalk, bathroom, and front doors						

APPENDIX XV: PROJECT SUMMARIES - PLACE: COMMUNITY DEVELOPMENT & DOWNTOWN REDEVELOPMENT

ANCHOR PROGRAM: REGIONAL LAND BANK

DESCRIPTION	The Regional Land Bank will address blighted, dilapidated and unsafe housing in 10 Uplands counties (Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Monroe, Orange, Owen, and Washington) and four counties outside the Uplands region (Perry, Spencer, Pike, and Knox). Land banks are established to acquire, manage, maintain, and repurpose vacant, abandoned, and foreclosed properties. Land banks incentivize private development and allow communities to grow their populations and assessed values by turning those properties into available housing units. A regional effort allows counties and cities to share in the cost of addressing distressed properties and provides a standardized tool in which prospective developers can access available lots for development.					
PROJECT CATEGORY	Place: Community Development and Downtown Redevelopment					
STAKEHOLDERS & PARTNERS	Southern Indiana Development Corporation (SIDC) would be the lead on this project. Additional stakeholders/partners include local units of government, private developers, and real estate professionals such as REALTORS, inspectors, and surveyors.					
LOCATION & GEOGRAPHIC REACH	Regional as defined above					
ESTIMATED TIMELINE	Program will commence upon confirmation of funding.					
ANTICIPATED IMPACT	This program will impact the region by removing hazards and eyesores in our cities/towns/counties, help to stabilize property values, and develop new housing units.					
SUSTAINABILITY PLAN	Local units of government will be asked to contribute funding based on population to the Land Bank to sustain its future operations. Further, SIDC will partner with the Indiana Land Bank Consortium and Prosperity Indiana to review and suggest legislation that will allow for additional financial incentives for operating a land bank.					
METRICS AND MODELS	Metrics: Number of properties removed, number of housing units constructed. Model: Center for Community Progress Land Bank Incubator Technical Assistance					
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS				TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI
						\$4,108,330
	County Government		\$2,893,610			
	Total	\$0	\$2,893,610	\$0	\$0	\$4,108,330
USE OF FUNDS	Property acquisitions/cleanup (\$4,340,000), Operations (\$2,661,940)					

ANCHOR PROGRAM: DOWNTOWN ENHANCEMENT/MAIN STREET

DESCRIPTION	The condition of downtown areas has a significant impact on community pride and branding. A number of communities in the Uplands have downtowns that are struggling and aren't living up to their potential as talent attraction and tourism assets. Leadership and capacity building for quality of place is also an issue as few Uplands communities participate in the Indiana Main Street Program. The Downtown Enhancement/Main Street program would bring downtown property owners together and advise on how they can work together to address common issues. The program would help downtown groups connect to existing state resources and send downtown leaders to the state Main Street conference. Providing an attractive downtown environment with downtown living choices will help attract the talent pool needed for our economic prosperity. The Downtown Enhancement/Main Street program will help create this environment and impact local businesses, residents, and tourists.					
PROJECT CATEGORY	Place: Community Development and Downtown Redevelopment					
STAKEHOLDERS & PARTNERS	Local Units of Government, downtown businesses/building owners, community foundations, chambers of commerce, historic preservation					
LOCATION & GEOGRAPHIC REACH	Regional					
ESTIMATED TIMELINE	Program could be launched immediately upon approval of funds.					
ANTICIPATED IMPACT	This program will impact area residents and downtown businesses, attract visitors and bring in tourism dollars, help create/improve downtown commerce, and further develop inviting communities where people want to live, work, and play.					
SUSTAINABILITY PLAN	This program will help Uplands communities become eligible for future PreservINg Indiana program dollars through the Indiana Office of Community and Rural Affairs (OCRA). To be eligible, communities must have a National Register Historic District, be located in a non-entitlement community (Bloomington is our only entitlement community), be a Main Street organization in good standing, and work with required partners, such as local units of government, Indiana Main Street organization, local community foundations, and business/building owners. Non-entitlement communities are cities with populations of less than 50,000 that do not receive a direct allocation from the Housing & Urban Development (HUD) Department. This program will help Uplands communities take advantage of the resources available through Indiana Main Street and future OCRA funding.					
METRICS AND MODELS	Metrics: Business starts, new housing starts, tourism spending					
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS				TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI
						\$156,210
	Total	\$0	\$0	\$0	\$0	\$156,210
USE OF FUNDS	Operations (\$156,210)					

ANCHOR PROGRAM: READY COMMUNITIES 2.0

DESCRIPTION

Ready Communities 2.0 will recapitalize the Regional Opportunity Initiatives' Ready Communities Grant program that provided communities with the resources to strategically develop programs and projects that build quality of place, grow regional capacity for workforce development and attraction, and improve attributes and amenities that make Indiana Uplands a desirable place to live, work, and play. Each Uplands county has a Quality of Life and Workforce Attraction plan that outlines community goals and objectives. Programs and projects submitted to Ready Communities 2.0 will address those goals and objectives. Projects could include community recreational centers, community trails, downtown restoration or beautification projects, development of artists' space, arts and culture projects, and child care facilities. Project match requirements are yet to be defined; however, match requirements for Ready Communities 1.0 were 20%, which were exceeded by projects receiving funding.

Finding high-quality child care is difficult for many young families in the Uplands. For this reason, ROI proposes to establish a specific element of Ready Communities to fund projects that would facilitate the build-out of additional child care spaces. ROI would primarily accept applications for expansion from existing providers of high-quality child care and applications to develop new child care facilities from major institutions and employers. ROI would establish a set of criteria for these applications to ensure that applicants meet the standards for high-quality care and that the projects are in areas that are currently underserved.

PROJECT CATEGORY

Place: Community Development and Downtown Redevelopment

STAKEHOLDERS & PARTNERS

Regional Opportunity Initiatives, local units of government, community foundations, economic development corporations, schools, non-profit organizations

LOCATION & GEOGRAPHIC REACH

Regional

ESTIMATED TIMELINE

Project would launch immediately after approval of funding. Guideline changes would be made to align match requirements with READI.

ANTICIPATED IMPACT

This grant program will provide funding to communities to do quality of life-enhancing projects. These projects impact community residents, businesses, as well as attract tourists to the area.

SUSTAINABILITY PLAN

These grants will be a one-time investment in community quality of life projects that will provide the foundation for an attractive, welcoming community to visitors and new residents alike.

METRICS AND MODELS

Metrics: Net migration, tourism spending, # of child care spots
Model: Ready Communities 1.0 -- <https://regionalopportunityinc.org/ready-communities/>

BUDGET & FUNDING SOURCES

DESCRIPTION	SOURCES OF FUNDS					TOTAL
Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
ROI	\$1,000,000				\$5,000,000	
Total	\$1,000,000	\$0	\$0	\$0	\$5,000,000	\$6,000,000

USE OF FUNDS

Ready Communities 2.0 Recapitalized (\$6,000,000)

ANCHOR PROGRAM: IU PLACEMAKING STUDIO

DESCRIPTION	The Indiana University Placemaking Studio is a program of IU Center for Rural Engagement using faculty and students to provide architectural and project management services. The Studio provides design and implementation expertise in support of community quality of place projects and would serve as an important resource to prepare for Ready Communities applications. The Studio would also cultivate greater interest and capacity for quality of place across the region by launching a toolkit to guide regional redevelopment and developing thematic placemaking programs that tie communities together and strengthen the overall region's quality of place identity. The Studio could also advise on the development of "complete streets" and promote projects with significant linkages to historic venues and heritage sites, the arts, and recreation.					
PROJECT CATEGORY	Place: Community Development and Downtown Redevelopment					
STAKEHOLDERS & PARTNERS	Indiana University, local units of government, community foundations, economic development corporations, schools, non-profit organizations					
LOCATION & GEOGRAPHIC REACH	Regional					
ESTIMATED TIMELINE	Program would launch immediately after approval of funding.					
ANTICIPATED IMPACT	This grant program will provide technical assistance to communities to do quality of life-enhancing projects. These projects impact community residents, businesses, as well as attract tourists to the area.					
SUSTAINABILITY PLAN	As with Ready Communities 2.0, the goal would be to help Uplands communities accomplish quality of life projects that will enhance their communities for their residents and be attractive and welcoming to possible new residents. State/Federal funds include IU CRE campus salaries, Uplands community ARPA funding, and state grants.					
METRICS AND MODELS	Metrics: Net migration, tourism spending					
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS				TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI
		\$350,000				\$497,000
	Indiana University			\$525,000		
	Total	\$350,000	\$0	\$525,000	\$0	\$497,000
USE OF FUNDS	Staffing & Consulting (\$775,000), Equipment & Materials (\$550,000), Operations (\$47,000)					

SUPPORTING PROGRAM: BROWN COUNTY LAND BANK

DESCRIPTION	The Brown County Land Bank will address vacant/abandoned properties and turn those properties over to a developer to construct new homes. The Brown County Redevelopment Commission, working with a survey tool called Landgrid, has identified approximately 60 parcels that could be suitable matches for this program. Developers could acquire the land for \$1 and build the home within a 16-month period. Those homes would have a maximum price that would need to be approved by the Land Bank.						
PROJECT CATEGORY	Place: Community Development and Downtown Redevelopment						
STAKEHOLDERS & PARTNERS	Brown County Redevelopment Commission, local units of government, developers/home builders, industry partners, private investors, residents						
LOCATION & GEOGRAPHIC REACH	Brown County						
ESTIMATED TIMELINE	Program will commence upon confirmation of funding.						
ANTICIPATED IMPACT	The Indiana Uplands Housing Study calculated demand for 145 new owner-occupied housing units in Brown County by 2030. Quality housing is essential to economic diversity and the attraction of new enterprises, creative entrepreneurs, and young households. This program will provide needed housing while clearing away dilapidated structures that detract from the beauty of Brown County.						
SUSTAINABILITY PLAN	The Land Bank will be self-sustaining through the sale of controlled properties, public and private investment, and potential donations.						
METRICS AND MODELS	Metrics: Number of properties removed, number of housing units constructed						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Brown County ARPA and other funds		\$943,000				
						\$943,000	
	Total	\$0	\$943,000	\$0	\$0	\$943,000	\$1,886,000
USE OF FUNDS	Parcel Acquisition (\$1,000,000), Demolition (\$220,000), Pre-Acquisition costs (\$500,000), Maintenance (\$66,000), Operations (\$100,000)						

SUPPORTING PROGRAM: SMALL DEVELOPER BOOT CAMP

DESCRIPTION	This program will be sponsored through the Incremental Development Alliance to help local individuals learn the process for investing in their own communities/neighborhoods and, in that process, create new opportunities for small business and housing. This program is part of an overall housing strategy to create hometown developers, giving people the chance to create wealth while helping their community thrive. This course teaches potential developers how to make strategic design decisions, estimate development income and expenses, interpret, analyze and build a pro forma, apply for loans, attract investors, and become part of a development community.						
PROJECT CATEGORY	Place: Community Development and Downtown Redevelopment						
STAKEHOLDERS & PARTNERS	Regional Opportunity Initiatives, Indiana Housing & Community Development Authority, Incremental Development Alliance, community members with interest in development						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	This program can commence immediately.						
ANTICIPATED IMPACT	Small developers can make a significant impact in their communities. By training and unleashing a cohort of small developers throughout the Uplands, a significant impact can be made on Uplands communities throughout the region.						
SUSTAINABILITY PLAN							
METRICS AND MODELS	Metrics: New housing starts, increased assessed values Model: See https://regionalopportunityinc.org/webinar-recording-housing-2/ for a discussion with a small, local developer from Spencer, Indiana						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	ROI	\$30,000					
	Total	\$30,000	\$0	\$0	\$0	\$0	\$30,000
USE OF FUNDS	Program sponsorship (\$30,000)						

SUPPORTING PROJECT: HOTEL AND ARTS CONFERENCE/RECREATION CENTER

DESCRIPTION	A private/public upscale hotel development that will include 120 rooms, 122,000 sq. ft. multi-sport/community athletic facility, and 30,000 sq. ft. of conferencing and art center space. This development will be located at the I-69/Washington interchange in close proximity to WestGate Technology Park and NSA Crane.						
PROJECT CATEGORY	Place: Community Development and Downtown Redevelopment						
STAKEHOLDERS & PARTNERS	Envoy, Inc. (master developer), Daviess County Economic Development Corporation and Foundation, Daviess County Chamber of Commerce and Visitors Bureau, Daviess County, City of Washington, Washington Community Schools (potentially Barr-Reeve and North Daviess Community Schools), and private landowners						
LOCATION & GEOGRAPHIC REACH	City of Washington/Daviess County						
ESTIMATED TIMELINE	Project start date is January 2022, with completion by December 2025.						
ANTICIPATED IMPACT	This project would create substantial community investment and bring visitors to the region, with business visitors at WestGate/Crane during the week and recreation/sports visitors on the weekends.						
SUSTAINABILITY PLAN	This is a one-time investment. Operations will be sustained by income from the development.						
METRICS AND MODELS	Metrics: Jobs created, tourism spending						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Private developer	\$34,000,000					
	TIF, Abatement		\$6,250,000				
						\$7,550,000	
	Total	\$34,000,000	\$6,250,000	\$0	\$0	\$7,550,000	\$47,800,000
USE OF FUNDS	Development costs (\$47,800,000)						

SUPPORTING PROGRAM: SHOALS/LOGOOTEETOWN HISTORIC REHAB

DESCRIPTION	This program will provide support in revitalizing downtown Shoals and Loogootee. Many of the buildings in both downtowns are vacant and will require substantial rehabilitation to be usable as business or housing space. This program will be a pilot project in conjunction with the Enhancing Main Street program. Shoals currently has historic designation, and Loogootee would need to apply for that designation. Neither community is an Indiana Main Street member yet. In conjunction with the Enhancing Main Street program, this seed money will begin the necessary work to revitalize these downtowns in close proximity to NSA Crane to create both business and housing opportunities.						
PROJECT CATEGORY	Place: Community Development and Downtown Redevelopment						
STAKEHOLDERS & PARTNERS	Shoals & Loogootee units of government, Martin County Alliance, OCRA, Radius Indiana, local developers						
LOCATION & GEOGRAPHIC REACH	City of Loogootee & Town of Shoals/Martin County						
ESTIMATED TIMELINE	Program would start immediately with applications for Indiana Main Street and historic designation for Loogootee. Projects would commence after planning is concluded (within one year). Duration would be approximately three years or more.						
ANTICIPATED IMPACT	This program will spur revitalization/development in the downtowns of both Shoals and Loogootee and rehabilitating buildings for businesses to locate and people to live. This program will impact area residents and downtown businesses, attract visitors and bring in tourism dollars, help create/improve downtown commerce, and further develop inviting communities where people want to live, work, and play.						
SUSTAINABILITY PLAN	This one-time investment will help prepare Shoals/Loogootee to take advantage of other programs to encourage building owners to continue to make needed improvements in the downtown areas.						
METRICS AND MODELS	Metrics: Business starts, housing starts						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
		\$100,000	\$220,000	\$200,000	\$80,000	\$250,000	
	Total	\$100,000	\$220,000	\$200,000	\$80,000	\$250,000	\$850,000
USE OF FUNDS	Rehabilitation (\$850,000)						

APPENDIX XVI: PROJECT SUMMARIES - PLACE: HEALTH

ANCHOR PROJECT: A COORDINATED REGIONAL INITIATIVE TO ADDRESS SUBSTANCE USE AND MENTAL HEALTH IN INDIANA UPLANDS

DESCRIPTION	A formalized regional consortium that will provide streamlined and expert services across all 11 counties. This project strategically positions the region to leverage existing county substance use and mental health networks to implement four key regional strategies. 1) Mass community education to decrease stigma, increase knowledge of substance use and mental illness, and promote wellness. 2) Mass delivery of substance use and mental health skills-based training for employers and health care providers. 3) Expanded implementation of case management and care coordination with advanced nurse practitioners, social workers, and peer recovery coaches. 4) Expanded availability of life skills training and housing for individuals seeking support and/or recovery from substance use or mental health.					
PROJECT CATEGORY	Place: Health					
STAKEHOLDERS & PARTNERS	Indiana University School of Public Health (lead), READI Health Working Group, IU Health, Greene County General Hospital, Daviess Community Hospital, Good Samaritan Hospital, Southern Indiana Community Health Care, Prevention Insights, REAL Recovery, Center for Collaborative System Change, Centerstone, Hamilton Center, Lifespring, Samaritan Center, Hoosier Uplands, Purdue Extension, PACE, Four Rivers, Tricap, school districts, Community Corrections, Jasper Engines, Chamber of Commerce, Community Foundations, United Way					
LOCATION & GEOGRAPHIC REACH	Regional					
ESTIMATED TIMELINE	Launch: immediately to 1 year. Total duration: 3 years or more.					
ANTICIPATED IMPACT	Healthy Communities, Healthy Region, Increased Production, Stronger Economy.					
SUSTAINABILITY PLAN	READI Working Group will oversee the implementation of the regional consortium.					
METRICS AND MODELS	Decreased number of emergency department admissions due to unintentional overdoses or related substance abuse. Increased knowledge and awareness. Increase number of telehealth and peer support services. Increased number of individuals receiving mental health services.					
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS				TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI
		\$1,161,833				
				\$500,000		
						\$3,712,500
	Total	\$1,161,833	\$0	\$500,000	\$0	\$3,712,500
USE OF FUNDS	Salary and Wages (\$660,329); Travel (\$36,000); Direct Costs (\$455,771); Subcontract Costs (\$2,560,400); Indirect (\$1,161,833); IDOH (\$500,000)					

ANCHOR PROJECT: BUILDING A HEALTHIER WORKFORCE: PATHWAYS TO HEALTHCARE JOBS

DESCRIPTION	A workforce development initiative in the Uplands region that would provide “good jobs” with career pathways in health care for the unemployed and underemployed. IU Health will establish school-to-employment pathways that connect students and people in recovery to immediate jobs and long-term care in the healthcare sector. People who choose employment with IU Health will also be offered incentives to stay at IU Health and in the Uplands region.						
PROJECT CATEGORY	Place: Health						
STAKEHOLDERS & PARTNERS	IU Health (lead), post-secondary anchor institutions – IU, Purdue, Vincennes University, Ivy Tech, recovery programs, school districts, Goodwill, regional community leaders						
LOCATION & GEOGRAPHIC REACH	Regional						
ESTIMATED TIMELINE	Launch: 1-2 years. Duration: 3 or more years.						
ANTICIPATED IMPACT	A robust, high-quality, and available healthcare workforce that meets the industry demands of the sector in the region.						
SUSTAINABILITY PLAN	IU Health Foundation fundraising						
METRICS AND MODELS	Increased regional median income, increased GDP per capita, reduced regional unemployment. Number of participants referred to program. Number of participants enrolled in program. Number of students in post-secondary career tracks. Number of on-the-job training hours completed. Number of high school students in the IU Health Fellowship program. Number of graduates from the IU Health Fellowship program. Satisfaction score from program participants. Model: Crispus Attucks High School, Indianapolis, Indiana.						
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	IU Health Match	\$9,000,000					
						\$4,024,218	
	Total	\$9,000,000	\$0	\$0	\$0	\$4,024,218	\$13, 024,218
USE OF FUNDS	Staffing, Supplies, IUHS Fellowship, Social Work Hub						

SUPPORTING PROJECT: UPLANDS HEALTHY MOMS & BABIES

DESCRIPTION	Uplands Healthy Moms and Babies is an effort to raise the standard of care and increase positive infant and maternal health outcomes. A community's infant mortality rate is an indication of the health of the overall community. The program focuses on supporting the health of mother and baby from prenatal care and beyond. Through the Nurse Family Partnership, first-time mothers are partnered with a registered nurse who assists by going to the home to assist, link to resources, and provide overall support. This model effectively addresses barriers faced in a rural region.					
PROJECT CATEGORY	Place: Health					
STAKEHOLDERS & PARTNERS	IU Health (lead), Nurse Family Partnership, Indiana University, Women Infants & Children Program (WIC), local Health Departments, local OBGYN physicians, Indiana Department of Health					
LOCATION & GEOGRAPHIC REACH	Regional					
ESTIMATED TIMELINE	Launch: Immediately to 1 year. Duration: 3 or more years.					
ANTICIPATED IMPACT	Population growth through an improved community health status.					
SUSTAINABILITY PLAN	N/A. This program is included as matching and will support the broader Health READI strategies and vision for the region.					
METRICS AND MODELS	Decreased infant mortality rates in the Uplands (by county, by region). Since funding for Nurse Family Partnership was introduced in 2018, the state's infant mortality rate has decreased for the first time in years. Research indicates that for every public health dollar spent of Nurse Family Partnerships, there is a \$5.80 return on investment.					
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS				TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI
		\$739,000				
				\$7,611,352		
	Total	\$739,000	\$0	\$7,611,352	\$0	\$0
USE OF FUNDS	Nurse Family Partnership for eight counties, WIC in three counties, safe sleep program, IU CRE student coordination, IU student travel, tobacco cessation program					

SUPPORTING PROJECT: UPLANDS WHOLISTIC CARE

DESCRIPTION	Uplands Wholistic Care, which is a partnership with Faith Community Nursing (FCN), deploys trained nurses throughout the Uplands rural region. It is an ideal solution to the gaps in care seen in rural communities where the key domains associated with social determinates of health have significant impact on both individual outcomes and those that affect a community's growth and well-being. This program will secure specially trained, licensed, and registered nurses that practice with additional standards and scope of practice making them leaders for strategic transformation, collaboration, and partnerships for community growth and development. Uplands Wholistic Care will help navigate the issues and gaps in care where recognized burdens on individuals, families, healthcare industry, and communities continue to lack sustainable solutions that provide cost avoidance, cost savings, economic growth, and professional development for both youth and individuals in communities in need of overcoming barriers.						
PROJECT CATEGORY	Place: Health						
STAKEHOLDERS & PARTNERS	Todd Family Services (lead), public health organizations, health organizations, community outreach, universities, and community foundations						
LOCATION & GEOGRAPHIC REACH	Begin with seven counties (Daviess, Dubois, Greene, Lawrence, Martin, Monroe, & Orange) and expand to all 11 counties.						
ESTIMATED TIMELINE	Launch: mid-term, 1-2 years. Duration: 3 or more years.						
ANTICIPATED IMPACT	Population growth through improved community health status.						
SUSTAINABILITY PLAN	Develop the business model that will provide a network of FCNs that will contribute to sustainable future funding.						
METRICS AND MODELS							
BUDGET & FUNDING SOURCES	DESCRIPTION	SOURCES OF FUNDS					TOTAL
	Description	Private/Nonprofit	Local Government	State/Federal Funds	Other	READI	
	Programmatic Match	\$20,000					
						\$325,010	
	Total	\$20,000	\$0	\$0	\$0	\$325,010	\$345,010
USE OF FUNDS	FCN course, FCN educators, guest speakers, training materials, project manager, project support nurses, office space, office supplies, travel costs FCN rental spaces within specific communities.						

PLAN DEVELOPED WITH SUPPORT FROM



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